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FINAL REPORT
(Appendices)

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A CROSS-CULTURAL STUDY OF INDUSTRIAL LEADERSHIP

Appendices

INDUSTRIAL PSYCHOLOGY CENTER
UNIVERSITY OF MONTREAL
with the collaboration of
THE GRADUATE SCHOOL OF BUSINESS
McGILL UNIVERSITY

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¹ The reader will note that the following appendix is X. With one exception, there are no other appendices between O and X. That exception is Appendix Q which we often refer to in the text but which is not listed here. This is because appendix Q refers to the printed Questionnaire Booklet which could not be found in our cover. There are four booklets in all.

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Appendix A

Technical Notes

In this appendix, we have included a series of comments on the measurement techniques utilized throughout this study. Though the terminology is sometimes quite technical, we do not wish to leave the reader with the impression that the methodology is very refined or very precise. It is not, nor was it meant to be. As previously mentioned in the report, very little systematic comparative research has been done in this area. This study was therefore meant to be essentially exploratory in nature. Though every attempt was made to be as systematic as possible, and we feel we have accomplished this goal, no attempt was made to be as precise as possible in the measurement of the many complex variables investigated. We were essentially interested in identifying basic trends and not in scrutinizing the nature and effects of each of these many variables with the use of extremely sensitive statistical tools. To do so would have been well beyond the scope of this study. While recognizing the importance of statistical design and making every effort to be as precise as possible, our position on this matter has been well described by Lord Dunsany when he states:

"There is a tendency nowadays to place technique above inspiration, and if the notion spreads, we will have the diamond cutters valuing their tools more highly than the diamonds themselves, with the result that, as long as they cut them in accordance to the rules of the craft, they will soon cease to care whether they cut diamonds or glass, and eventually cease to know".

The many indices or scale scores derived in this study, as well as statistical tests used, are therefore not always as refined as would have been the case had the study been limited to the investigation of only one or two of the many dimensions of leadership actually surveyed. In designing this study along the lines of an exploratory enquiry, however, we were in a position to systematically investigate many more crucial facets of the leadership problem within a bicultural setting, and as a result, we were able to detect many important relationships that otherwise would have remained undiscovered. Without this broad coverage, the nature and significance of this problem would have remained that much more obscure.

It is our opinion that the measurement techniques used in this study are more than adequate for our purposes. The general consistency of results obtained and their generally high level of congruence with the theoretical expectations presented in the report attest to the validity of these techniques.

Chapter II

Footnote 1, page 47---These percentage variations are based on the standard error of a percentage applied to various sample sizes for specified observed percentages. For example, an obtained figure of 50% will be accurate, better than 95 times in 100 such samples, within approximately 10%. That is, for an obtained figure of 50%, the probability that, in the population from which this sample was drawn, the actual percentage is not higher than 60% and not lower than 40%, is high (more than 95 chances in

100). Similarly, an obtained figure of 90% (or 10%) will be accurate within a range of about 6%. For sample sizes of 100 then, all obtained percentage results from 10% to 90% would be accurate within 6% to 10%, depending upon the actual result. For further details, the reader is referred to Yates (1949), pages 94 to 96 inclusive.

Footnote 2, table 2.8 --- Third level managers of company 4 were not combined with third level managers of companies 1, 3, 10 & 5 because the number of English Canadian managers in comparison to the number of French Canadian managers represented a ten to one ratio. In each of the other companies, this ratio was approximately 5 to 1. In addition, the number of English Canadian managers of company 4 at this third level would have constituted approximately 35% of the total of English Canadian third level managers (excluding company 9). This proportion would have been out of line with the proportions found in the other companies (the population in each of these companies were the same, approximately 15%).

Footnote 2, page 63 --- In our design, each of the two ethnic groups is represented by 15 sub-groups. Each sub-group is defined on the basis of a manager's membership to one of three organizational levels within one of seven companies (with the exception of level three managers of companies 1, 3, 10 & 5 who were all grouped together). For each of the 15 French Canadian sub-groups, there is an equivalent English Canadian sub-group. The major difference between each matched pair of groups is the ethnic origin of these groups which constitutes the two conditions being studied. It can be assumed that the attitudes being investigated have a continuous distribution. Considering each sub-group as one sample unit of a universe

of sub-groups, the sign test can be used as a very quick and efficient test of statistical significance to determine whether one ethnic group holds opinions that are significantly different from the other ethnic group. For further information on the application of the sign test, the reader is referred to Siegel's book on the use of non-parametric statistics (Siegel 1956).

Footnote 3, page 63 --- The confidence interval test, or test of fiducial limits, is one which has been programmed by La Société des Mathématiques Appliquées for digital computers. It is an equivalent of the standard "t" test for differences between means. The following text was prepared by Jean J. Fortier, statistical consultant to our project, who is responsible for this programme:

"According to Fisher (1956) and more recently Fraser (1961) we can see the true mean μ of a normal distribution as having a probability distribution (fiducial distribution possessing an excellent frequency interpretation in Fraser) approximately normal with mean \bar{x} and scale $\hat{\sigma}$ (sigma of the mean as estimated from sample). Then $\bar{x} \pm 1.3 \hat{\sigma}$ contains μ with a probability of .80 and other probability statements can be made using the same interval or several intervals calculated from different samples.

In particular suppose that we have 2 independent intervals which do not overlap. The probability that there is no difference at all between the true means, μ_1 , and μ_2 , or that the sign of this

difference is opposite to the sign of the difference between the observed sample means is at most .03 and depends on the distance between the intervals.

If the intervals overlap, the same probability must be calculated using the following approximate fiducial distribution of the difference between the true means:

$$\mu_1 - \mu_2 \sim N(\bar{X}_1 - \bar{X}_2, \sqrt{\hat{\sigma}^2 + \hat{\sigma}^2})$$

In fact to obtain a value of "at most .13" for non-overlapping intervals we could fix the intervals length at $\pm .77 \hat{\sigma}$ (instead of $\pm 1.3 \hat{\sigma}$) which is a reduction of 41% of the present intervals. Therefore, the present intervals are somewhat conservative."

Footnote 1, page 67 --- The most economical way to analyze this data on computers was to obtain the mean number of hours of training for each of the thirty groups in the study. Thus, when we state that there is a significant difference between the two ethnic groups of company 10 at level 1 in Table 2.9, it is because the mean number of hours of training for the French Canadian group is significantly different from the mean number of hours of training for the English Canadian group, based on the confidence interval test at the .03 level. In this case, the French Canadian mean is significantly lower than the English Canadian mean. The advantage of this program was that it also lists the percentages as they are presented in Table 2.9. We found it was more interesting and meaningful to present the distribution of percentages than that of means.

Chapter IV

Footnote 1, page 120 --- Tau is a rank correlation coefficient developed by Kendall (Siegel, 1956). Although it is equivalent to Spearman's rank order correlation rho, the numerical values of tau are not identical to those of rho. In comparing two sets of relationships, the magnitude of differences as shown by tau units is always larger than that of corresponding rho units. In a study of cultural differences, it is therefore easier to identify differences with tau.

Footnote 1, page 143 --- To illustrate, let us consider Scale H, composed of seven statements. The respondent answers each statement by choosing one of the eight categories that accompanies each statement. These categories are on a continuum going from "completely disagree" to "completely agree". This continuum is also sometimes referred to as a scale (in this case, an eight point scale). Viewed in this manner, Scale H is an attitudinal dimension composed of seven such "scales" statements. The maximum score a respondent may obtain on this scale is 56 (7×8) and the minimum score is, of course, 7 (7×1). In order to transform this continuum to a continuum with a minimum of 0 and a maximum of 10, one subtracts from each obtained individual score 7 and the result is divided by $.49 \left(\frac{56 - 7}{10} \right)$. Thus, given the minimum Scale H score of 7, $7 - 7 = 0$ and $\frac{0}{.49} = 0$. For the maximum score of 56, $56 - 7 = 49$ and $\frac{49}{.49} = 10$. Decimals were eliminated.

Footnote 1, page 147 --- With the sign test, whenever a specific hypothesis could be made, a one-tailed test of the confidence limits was

adopted. In analyzing the results of scales, the .059 level of confidence was chosen. In analyzing individual statement results, the .13 level was picked. Because the confidence interval test programmed allowed us to quickly estimate the significance of our results at the .03 and .13 level, they were chosen whenever that test was employed rather than the standard .01, .05 or .10 levels. It was felt that the level of confidence should be somewhat lower for individual statement results than for scale results because of the fact that we wished to avoid a Type II error for the former results and a Type I error for the latter ones. That is, we were interested in detecting as many statements as possible that might explain a cultural difference on any given scale. We wished to be reasonably certain however, that whenever we stated that a cultural difference did exist on a scale, it really did. The reader is referred to Ferguson (1959), page 135, for a discussion of two and one-tailed tests of significance and to Siegel (1956) page 9, for a discussion of Type I and II errors.

Chapter V

Footnote 1, page 435 --- Our tables for each individual statement are presented in percentage form i.e. the percent of managers who agree with the statement (those who "slightly, moderately, strongly" or "completely agree"). In computing a mean score, however, those who answered "slightly agree" received a score of 5, those who answered "moderately agree" a score of 6, those who answered "strongly agree" a score of 7, and finally those who answered "always agree" a score of 8. Therefore, the reader cannot always judge the significance of the difference between two groups on the basis of the difference of percentages alone. To illustrate, consider

one hundred French Canadian and English Canadian managers who all agree with the statement. Both ethnic percentages would obviously be shown as one hundred percent. Yet it could be that all French Canadian managers "slightly agree" and all English Canadian managers "completely agree" with the statement. The two ethnic means would, of course, be very different and the difference would be statistically significant. When this occurred, we always listed the differences as significantly different even if the two percentages were in fact highly similar. Actually, this did not occur very often. In most instances, when there was a significant difference in means, the differences in percentages tended to be fairly large also. At any rate, as reported in the text, it was more meaningful from an interpretative viewpoint to present percentages rather than to present means. Any asterisk in a table indicating a significant difference between the two ethnic groups is, however, based on the confidence interval test of the means.

Appendix B

Tables of Standard Deviations of Means Found
in Tables 4.1 and 4.14 to 4.23 Inclusive.

Table B.1 - Distributions of the Standard Deviations for the Mean Number of Times Economic Goals Are Chosen Over Social-Humanitarian Goals by French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	6.0	5.8		FC
C 1	CA	6.1	4.9		EC
C 3	CF	6.1	5.7		FC
C 3	CA	6.1	6.1		EC
C 10	CF	6.4	5.4		FC
C 10	CA	6.2	5.9		EC
C 4	CF	6.9	6.3	3.9	FC
C 4	CA	6.1	5.1	4.6	EC
C 5	CF	6.9	6.9		FC
C 5	CA	6.1	5.9		EC
C 2	CF	6.9	6.9	5.0	FC
C 9	CA	6.5	6.2	4.9	EC
C 1, 3, 10, 5	CF			4.2	FC
C 1, 3, 10, 5	CA			4.0	EC
		L 1	L 2	L 3	

Table B.2 - Distribution of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "A", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	2.3	2.0		FC
C ₁	CA	2.2	2.3		EC
C ₃	CF	2.3	1.9		FC
C ₃	CA	2.1	2.4		EC
C ₁₀	CF	2.6	2.1		FC
C ₁₀	CA	2.4	2.5		EC
C ₄	CF	2.1	2.2	1.1	FC
C ₄	CA	2.1	2.0	2.0	EC
C ₅	CF	2.3	2.1		FC
C ₅	CA	2.0	2.0		EC
C ₂	CF	2.2	2.5	1.8	FC
C ₉	CA	1.9	2.1	2.3	EC
C _{1, 3, 10, 5}	CF			2.3	FC
C _{1, 3, 10, 5}	CA			2.1	EC
		L ₁	L ₂	L ₃	

Table B.3 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "B", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.9	1.8		FC
C ₁	CA	1.7	1.2		EC
C ₃	CF	1.8	1.7		FC
C ₃	CA	1.7	1.7		EC
C ₁₀	CF	1.9	2.0		FC
C ₁₀	CA	1.6	1.7		EC
C ₄	CF	1.8	1.6	1.2	FC
C ₄	CA	1.4	1.3	1.0	EC
C ₅	CF	1.8	1.9		FC
C ₅	CA	1.8	1.2		EC
C ₂	CF	1.9	1.7	1.7	FC
C ₉	CA	1.6	1.2	1.3	EC
C _{1, 3, 10, 5}	CF			1.1	FC
C _{1, 3, 10, 5}	CA			1.1	EC
		L ₁	L ₂	L ₃	

Table B.4 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "C", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.8	1.6		FC
C ₁	CA	1.6	1.8		EC
C ₃	CF	1.7	1.9		FC
C ₃	CA	1.8	1.8		EC
C ₁₀	CF	2.0	1.6		FC
C ₁₀	CA	1.9	1.8		EC
C ₄	CF	2.0	1.6	1.2	FC
C ₄	CA	1.9	1.7	1.7	EC
C ₅	CF	1.9	1.8		FC
C ₅	CA	1.8	1.7		EC
C ₂	CF	1.9	2.0	1.2	FC
C ₉	CA	2.0	2.0	2.1	EC
C _{1, 3, 10, 5}	CF			1.4	FC
C _{1, 3, 10, 5}	CA			1.6	EC
		L ₁	L ₂	L ₃	

Table B.5 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "D", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.5	1.2		FC
C ₁	CA	1.3	1.3		EC
C ₃	CF	2.0	1.7		FC
C ₃	CA	2.0	1.4		EC
C ₁₀	CF	1.5	0.8		FC
C ₁₀	CA	1.6	1.6		EC
C ₄	CF	1.9	1.4	1.5	FC
C ₄	CA	1.6	1.2	1.0	EC
C ₅	CF	2.0	1.7		FC
C ₅	CA	1.7	1.3		EC
C ₂	CF	1.9	1.8	1.5	FC
C ₉	CA	1.7	1.4	0.9	EC
C _{1, 3, 10, 5}	CF			1.3	FC
C _{1, 3, 10, 5}	CA			1.1	EC
		L ₁	L ₂	L ₃	

Table B.6 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "E", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	2.8	2.7		FC
C 1	CA	2.8	2.3		EC
C 3	CF	2.6	3.0		FC
C 3	CA	2.6	2.6		EC
C 10	CF	2.8	3.3		FC
C 10	CA	2.8	2.5		EC
C 4	CF	2.7	2.6	2.3	FC
C 4	CA	2.7	2.3	1.6	EC
C 5	CF	2.7	3.0		FC
C 5	CA	2.8	2.7		EC
C 2	CF	2.7	3.0	3.1	FC
C 9	CA	2.7	3.0	2.3	EC
C 1, 3, 10, 5	CF			2.2	FC
C 1, 3, 10, 5	CA			1.8	EC
		L 1	L 2	L 3	

Table B.7 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "F", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	2.0	1.7		FC
C 1	CA	2.0	1.7		EC
C 3	CF	1.8	2.0		FC
C 3	CA	1.9	2.1		EC
C 10	CF	1.8	1.5		FC
C 10	CA	2.0	2.1		EC
C 4	CF	2.0	2.0	1.4	FC
C 4	CA	1.9	1.8	1.6	EC
C 5	CF	1.9	1.8		FC
C 5	CA	1.8	1.8		EC
C 2	CF	1.9	1.9	1.9	FC
C 9	CA	1.8	1.8	1.9	EC
C 1, 3, 10, 5	CF			1.4	FC
C 1, 3, 10, 5	CA			1.7	EC
		L 1	L 2	L 3	

Table B.8 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "G", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	1.8	1.6		FC
C 1	CA	1.8	1.7		EC
C 3	CF	2.0	1.9		FC
C 3	CA	1.9	1.9		EC
C 10	CF	2.0	1.7		FC
C 10	CA	1.9	1.7		EC
C 4	CF	2.0	1.9	1.1	FC
C 4	CA	1.7	1.7	1.6	EC
C 5	CF	1.8	2.0		FC
C 5	CA	1.8	1.6		EC
C 2	CF	2.0	2.1	1.6	FC
C 9	CA	1.9	1.8	1.7	EC
C 1, 3, 10, 5	CF			1.9	FC
C 1, 3, 10, 5	CA			1.7	EC
		L 1	L 2	L 3	

Table B.9 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "H", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.9	1.9		FC
C ₁	CA	2.1	1.9		EC
C ₃	CF	2.1	2.0		FC
C ₃	CA	2.2	2.1		EC
C ₁₀	CF	1.9	1.9		FC
C ₁₀	CA	2.0	2.0		EC
C ₄	CF	2.1	2.2	2.5	FC
C ₄	CA	2.0	1.9	1.8	EC
C ₅	CF	2.3	1.9		FC
C ₅	CA	2.1	1.7		EC
C ₂	CF	2.1	2.3	1.5	FC
C ₉	CA	2.3	2.1	1.7	EC
C _{1, 3, 10, 5}	CF			1.3	FC
C _{1, 3, 10, 5}	CA			1.5	EC
		L ₁	L ₂	L ₃	

Table B.10 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "I", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.7	1.6		FC
C ₁	CA	1.5	1.1		EC
C ₃	CF	1.6	1.5		FC
C ₃	CA	1.8	1.6		EC
C ₁₀	CF	1.6	1.6		FC
C ₁₀	CA	1.6	1.6		EC
C ₄	CF	1.6	1.5	0.9	FC
C ₄	CA	1.5	1.2	1.1	EC
C ₅	CF	1.9	1.3		FC
C ₅	CA	1.7	1.4		EC
C ₂	CF	1.9	1.6	0.6	FC
C ₉	CA	1.7	1.4	1.0	EC
C _{1, 3, 10, 5}	CF			0.7	FC
C _{1, 3, 10, 5}	CA			0.9	EC
		L ₁	L ₂	L ₃	

Table B.11 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Managers Prefer Organizational Goal "J", Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	2.6	2.2		FC
C ₁	CA	2.2	1.5		EC
C ₃	CF	2.7	1.9		FC
C ₃	CA	2.3	1.8		EC
C ₁₀	CF	2.9	1.5		FC
C ₁₀	CA	2.4	1.9		EC
C ₄	CF	2.7	2.4	1.2	FC
C ₄	CA	2.5	1.6	1.5	EC
C ₅	CF	2.9	2.5		FC
C ₅	CA	2.8	2.0		EC
C ₂	CF	2.8	2.5	2.6	FC
C ₉	CA	2.8	2.4	1.6	EC
C _{1, 3, 10, 5}	CF			1.9	FC
C _{1, 3, 10, 5}	CA			1.3	EC
		L ₁	L ₂	L ₃	

Appendix C

Tables of Standard Deviations of Means

Found in Tables 4.25 to 4.31 Inclusive.

Table C.1 - Distributions of Standard Deviations on Family Conflict,
Scale A, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	1.3	1.2		FC
C 1	CA	1.5	1.2		EC
C 3	CF	1.3	1.3		FC
C 3	CA	1.3	1.3		EC
C 10	CF	1.4	1.6		FC
C 10	CA	1.2	1.1		EC
C 4	CF	1.7	1.6	1.7	FC
C 4	CA	1.6	1.3	1.2	EC
C 5	CF	1.5	1.7		FC
C 5	CA	1.4	1.5		EC
C 2	CF	1.4	1.4	1.7	FC
C 9	CA	1.2	1.3	1.4	EC
C 1, 3, 10, 5	CF			1.4	FC
C 1, 3, 10, 5	CA			1.0	EC
		L 1	L 2	L 3	

Table C.2 - Distributions of Standard Deviations on Family Conflict,
Scale B, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	2.7	1.3		FC
C 1	CA	1.0	1.0		EC
C 3	CF	2.7	2.4		FC
C 3	CA	1.8	2.0		EC
C 10	CF	2.7	2.7		FC
C 10	CA	2.2	2.2		EC
C 4	CF	2.8	1.8	2.3	FC
C 4	CA	2.0	1.6	0.9	EC
C 5	CF	3.0	2.3		FC
C 5	CA	2.0	1.9		EC
C 2	CF	2.6	2.4	2.6	FC
C 9	CA	1.7	2.0	1.6	EC
C 1, 3, 10, 5	CF			1.8	FC
C 1, 3, 10, 5	CA			1.6	EC
		L 1	L 2	L 3	

Table C.3 • Distributions of Standard Deviations on Family Conflict,
Scale C, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	2.4	2.1	
C ₁	EC	2.2	2.0	
C ₃	FC	2.6	2.1	
C ₃	EC	1.9	1.9	
C ₁₀	FC	2.3	2.0	
C ₁₀	EC	1.9	1.6	
C ₄	FC	2.2	2.1	1.2
C ₄	EC	1.7	1.6	1.6
C ₅	FC	2.4	2.1	
C ₅	EC	1.9	1.7	
C ₂	FC	2.4	2.2	2.0
C ₉	EC	1.7	1.7	2.0
C _{1, 3, 10, 5}	FC	-	-	2.1
C _{1, 3, 10, 5}	EC	-	-	1.9

Table C.4 - Distributions of Standard Deviations on Individual Conflict,
Scale D, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	1.8	1.2		FC
C 1	CA	1.5	1.5		EC
C 3	CF	1.6	1.5		FC
C 3	CA	1.8	1.3		EC
C 10	CF	1.6	1.4		FC
C 10	CA	1.4	1.3		EC
C 4	CF	1.6	1.7	0.7	FC
C 4	CA	1.7	1.5	1.2	EC
C 5	CF	1.9	1.6		FC
C 5	CA	1.7	1.6		EC
C 2	CF	1.6	1.6	1.6	FC
C 9	CA	1.4	1.5	1.2	EC
C 1, 3, 10, 5	CF			1.4	FC
C 1, 3, 10, 5	CA			1.0	EC
		L 1	L 2	L 3	

Table C.5 • Distribution of Standard Deviations on Society Conflict,
Scale E, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.8	1.1		FC
C ₁	CA	1.7	1.3		EC
C ₃	CF	1.6	1.5		FC
C ₃	CA	1.6	1.3		EC
C ₁₀	CF	1.7	1.3		FC
C ₁₀	CA	1.4	1.2		EC
C ₄	CF	1.7	1.5	1.3	FC
C ₄	CA	1.7	1.4	1.3	EC
C ₅	CF	1.8	1.9		FC
C ₅	CA	1.7	1.8		EC
C ₂	CF	1.6	1.8	1.9	FC
C ₉	CA	1.4	1.6	1.3	EC
C _{1, 3, 10, 5}	CF			1.4	FC
C _{1, 3, 10, 5}	CA			1.1	EC
		L ₁	L ₂	L ₃	

Table C.6 - Distributions of Standard Deviations on Society Conflict,
Scale F, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	2.1	1.9		FC
C ₁	CA	2.1	2.1		EC
C ₃	CF	2.2	2.0		FC
C ₃	CA	2.0	1.9		EC
C ₁₀	CF	2.1	1.6		FC
C ₁₀	CA	1.9	2.0		EC
C ₄	CF	2.2	2.0	1.5	FC
C ₄	CA	2.0	1.9	2.0	EC
C ₅	CF	2.2	2.0		FC
C ₅	CA	2.1	2.0		EC
C ₂	CF	2.1	2.0	2.2	FC
C ₉	CA	2.0	1.8	2.0	EC
C _{1, 3, 10, 5}	CF			2.3	FC
C _{1, 3, 10, 5}	CA			1.8	EC
		L ₁	L ₂	L ₃	

Table C.7 • Distributions of Standard Deviations on Personal Gain
Conflict, Scale G, for French Canadian (FC) and English Canadian (EC)
Managers, Shown by Company (C) and by Organizational Levels (L)
Within Companies.

		N 1	N 2	N 3	
C 1	CF	1.8	1.3		FC
C 1	CA	1.7	1.6		EC
C 3	CF	1.7	2.0		FC
C 3	CA	1.8	1.3		EC
C 10	CF	1.8	1.6		FC
C 10	CA	1.7	1.5		EC
C 4	CF	2.0	1.7	1.2	FC
C 4	CA	1.7	1.6	1.1	EC
C 5	CF	1.9	1.8		FC
C 5	CA	1.8	1.8		EC
C 2	CF	1.7	2.0	1.5	FC
C 9	CA	1.7	1.6	1.6	EC
C 1, 3, 10, 5	CF			1.7	FC
C 1, 3, 10, 5	CA			1.4	EC
		L 1	L 2	L 3	

Appendix D

Tables of Standard Deviations of Means

Found in Tables 5.1 to 5.9 Inclusive.

Table D.1 - Distributions of Standard Deviations on Interpersonal Premises, Scale H, for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N ₁	N ₂	N ₃	
C ₁	CF	1.4	1.5		FC
C ₁	CA	1.3	1.2		EC
C ₃	CF	1.3	1.1		FC
C ₃	CA	1.1	1.1		EC
C ₁₀	CF	1.8	1.2		FC
C ₁₀	CA	1.2	1.0		EC
C ₄	CF	1.3	1.2	1.1	FC
C ₄	CA	1.2	1.0	0.8	EC
C ₅	CF	1.6	1.1		FC
C ₅	CA	1.2	1.2		EC
C ₂	CF	1.3	1.4	1.6	FC
C ₉	CA	1.1	1.2	1.1	EC
C _{1, 3, 10, 5}	CF			1.2	FC
C _{1, 3, 10, 5}	CA			0.9	EC
		L ₁	L ₂	L ₃	

Table D.2 - Distributions of Standard Deviations on Interpersonal Premises, Scale H1, for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	2.0	1.9		FC
C 1	CA	2.0	1.8		EC
C 3	CF	2.0	1.9		FC
C 3	CA	2.0	1.8		EC
C 10	CF	1.6	1.7		FC
C 10	CA	1.7	1.9		EC
C 4	CF	1.6	1.7	1.4	FC
C 4	CA	2.0	2.0	1.6	EC
C 5	CF	1.8	1.9		FC
C 5	CA	2.0	2.2		EC
C 2	CF	1.8	1.9	2.0	FC
C 9	CA	2.0	1.7	1.7	EC
C 1, 3, 10, 5	CF			2.1	FC
C 1, 3, 10, 5	CA			1.7	EC
		L 1	L 2	L 3	

Table D.3 - Distributions of Standard Deviations on Status Needs,
Scale I, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		N 1	N 2	N 3	
C 1	CF	1.3	1.4		FC
C 1	CA	1.4	1.5		EC
C 3	CF	1.7	1.2		FC
C 3	CA	1.2	1.1		EC
C 10	CF	1.7	1.1		FC
C 10	CA	1.2	1.3		EC
C 4	CF	1.5	1.4	1.1	FC
C 4	CA	1.3	1.2	0.9	EC
C 5	CF	1.8	1.6		FC
C 5	CA	1.5	1.4		EC
C 2	CF	1.6	1.5	1.6	FC
C 9	CA	1.4	1.2	1.2	EC
C 1, 3, 10, 5	CF			1.2	FC
C 1, 3, 10, 5	CA			1.1	EC
		L 1	L 2	L 3	

Table D.4 - Distributions of Standard Deviations on Task Orientation,
Scale J, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.9	1.9	
C ₁	EC	1.8	1.8	
C ₃	FC	1.8	1.9	
C ₃	EC	1.7	1.4	
C ₁₀	FC	2.0	1.6	
C ₁₀	EC	1.5	1.6	
C ₄	FC	1.9	1.8	1.5
C ₄	EC	1.7	1.7	1.8
C ₅	FC	1.9	1.8	
C ₅	EC	1.7	2.0	
C ₂	FC	1.9	1.8	2.1
C ₉	EC	1.6	1.5	1.9
C _{1, 3, 10, 5}	FC	-	-	2.0
C _{1, 3, 10, 5}	EC	-	-	1.8

Table D.5 - Distributions of Standard Deviations on Task Orientation,
Scale K, for French Canadian (FC) and English Canadian (EC) Managers,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C 1	FC	1.3	1.0	
C 1	EC	1.0	0.6	
C 3	FC	1.2	1.1	
C 3	EC	1.1	0.8	
C 10	FC	1.1	1.1	
C 10	EC	1.1	0.6	
C 4	FC	1.1	0.9	0.0
C 4	EC	0.8	0.6	0.4
C 5	FC	1.2	0.9	
C 5	EC	0.9	0.9	
C 2	FC	1.4	1.0	0.6
C 9	EC	0.8	0.8	0.7
C 1, 3, 10, 5	FC	-	-	0.8
C 1, 3, 10, 5	EC	-	-	0.7

Table D.6 - Distributions of Standard Deviations on Consideration of Others, Scale L, for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.2	1.5	
C ₁	EC	1.5	1.3	
C ₃	FC	1.4	1.3	
C ₃	EC	1.5	1.2	
C ₁₀	FC	1.7	1.3	
C ₁₀	EC	1.5	1.3	
C ₄	FC	1.5	1.3	1.8
C ₄	EC	1.3	1.0	0.8
C ₅	FC	1.7	1.6	
C ₅	EC	1.5	1.4	
C ₂	FC	1.4	1.3	1.3
C ₉	EC	1.6	1.4	1.2
C _{1, 3, 10, 5}	FC	-	-	1.6
C _{1, 3, 10, 5}	EC	-	-	1.0

Table D.7 - Distributions of Standard Deviations on Consideration of Others, Scale M, for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C ₁	FC	1.0	0.8	
C ₁	EC	1.2	1.0	
C ₃	FC	1.3	0.7	
C ₃	EC	1.1	0.9	
C ₁₀	FC	1.1	0.5	
C ₁₀	EC	1.2	0.9	
C ₄	FC	1.1	0.9	0.0
C ₄	EC	0.9	0.8	0.6
C ₅	FC	1.2	1.0	
C ₅	EC	1.1	1.1	
C ₂	FC	1.1	0.8	0.8
C ₉	EC	1.1	1.1	0.7
C _{1, 3, 10, 5}	FC	-	-	0.6
C _{1, 3, 10, 5}	EC	-	-	0.9

Table D.8 - Distributions of Standard Deviations on Participation in Decision-Making, Scale N, for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C 1	FC	2.0	2.1	
C 1	EC	1.6	1.5	
C 3	FC	2.1	1.7	
C 3	EC	1.7	1.3	
C 10	FC	2.0	1.7	
C 10	EC	1.7	1.6	
C 4	FC	1.9	1.7	0.9
C 4	EC	1.7	1.2	1.0
C 5	FC	2.1	2.1	
C 5	EC	1.8	1.7	
C 2	FC	1.9	1.8	2.1
C 9	EC	1.7	1.5	1.0
C 1, 3, 10, 5	FC	-	-	2.1
C 1, 3, 10, 5	EC	-	-	1.3

Table D.9 - Distributions of Standard Deviations on Supervisory Control, Scale 0, for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C 1	FC	1.4	1.6	
C 1	EC	1.5	1.8	
C 3	FC	1.4	1.5	
C 3	EC	1.6	1.5	
C 10	FC	1.5	1.5	
C 10	EC	1.5	1.6	
C 4	FC	1.7	1.6	1.4
C 4	EC	1.4	1.4	1.2
C 5	FC	1.5	1.4	
C 5	EC	1.6	1.7	
C 2	FC	1.5	1.6	1.4
C 9	EC	1.4	1.5	1.4
C 1, 3, 10, 5	FC	-	-	1.3
C 1, 3, 10, 5	EC	-	-	1.5

Appendix E

Tables of Standard Deviations of Means of Tables 7.1

and 7.2, 7.4 and 7.5, 7.7 and 7.8, 7.10 and 7.11, 7.13

and 7.14, 7.16 and 7.17, 7.19 and 7.20, 7.22 and 7.23.

Table E.1 - Distribution of Standard Deviations on Interpersonal Premises, Scale H, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.5	1.2	
C ₁	EC	1.2	1.3	
C ₃	FC	1.4	1.2	
C ₃	EC	1.1	1.1	
C ₁₀	FC	1.8	1.4	
C ₁₀	EC	1.2	1.2	
C ₄	FC	1.5	0.9	0.0
C ₄	EC	1.1	0.9	0.6
C ₅	FC	1.8	1.0	
C ₅	EC	1.3	1.1	
C ₂	FC	1.2	1.4	1.5
C ₉	EC	1.1	1.4	0.7
C _{1, 3, 10, 5}	FC	-	-	0.7
C _{1, 3, 10, 5}	EC	-	-	0.8

Table E.2 - Distributions of Standard Deviations on Interpersonal Premises, Scale H, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.3	1.6	
C ₁	EC	1.2	1.1	
C ₃	FC	1.3	1.1	
C ₃	EC	1.1	1.0	
C ₁₀	FC	1.7	1.1	
C ₁₀	EC	1.1	0.8	
C ₄	FC	1.1	1.3	1.1
C ₄	EC	1.3	1.1	0.9
C ₅	FC	1.3	1.2	
C ₅	EC	1.1	1.2	
C ₂	FC	1.5	1.3	1.5
C ₉	EC	1.0	1.1	1.2
C _{1, 3, 10, 5}	FC	-	-	1.0
C _{1, 3, 10, 5}	EC	-	-	0.9

Table E.3 - Distribution of Standard Deviations on Status Needs, Scale I, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.3	1.0	
C ₁	EC	1.3	1.2	
C ₃	FC	1.8	1.3	
C ₃	EC	1.2	0.9	
C ₁₀	FC	1.8	1.0	
C ₁₀	EC	1.2	1.3	
C ₄	FC	1.7	1.4	0.0
C ₄	EC	1.1	0.8	0.8
C ₅	FC	1.9	1.2	
C ₅	EC	1.4	1.5	
C ₂	FC	1.6	1.5	1.3
C ₉	EC	1.4	1.3	0.8
C _{1, 3, 10, 5}	FC	-	-	1.4
C _{1, 3, 10, 5}	EC	-	-	1.0

Table E.4 - Distributions of Standard Deviations on Status Needs, Scale I, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.3	1.6	
C ₁	EC	1.5	1.6	
C ₃	FC	1.6	1.2	
C ₃	EC	1.2	1.1	
C ₁₀	FC	1.5	1.1	
C ₁₀	EC	1.3	1.2	
C ₄	FC	1.2	1.4	1.2
C ₄	EC	1.3	1.2	0.9
C ₅	FC	1.7	1.8	
C ₅	EC	1.5	1.3	
C ₂	FC	1.5	1.4	1.6
C ₉	EC	1.5	1.1	1.3
C _{1, 3, 10, 5}	FC	-	-	1.1
C _{1, 3, 10, 5}	EC	-	-	1.1

Table E.5 - Distribution of Standard Deviations on Task Orientation, Scale J, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.8	2.0	
C ₁	EC	1.7	1.9	
C ₃	FC	1.7	2.0	
C ₃	EC	1.8	1.3	
C ₁₀	FC	1.8	1.4	
C ₁₀	EC	1.6	1.5	
C ₄	FC	2.0	1.8	0.0
C ₄	EC	1.7	1.5	1.8
C ₅	FC	1.8	1.7	
C ₅	EC	1.6	2.0	
C ₂	FC	2.0	1.8	2.1
C ₉	EC	1.6	1.6	1.9
C _{1, 3, 10, 5}	FC	-	-	1.2
C _{1, 3, 10, 5}	EC	-	-	1.6

Table E.6 - Distributions of Standard Deviations on Task Orientation, Scale J, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.8	1.8	
C ₁	EC	1.9	1.7	
C ₃	FC	1.9	1.9	
C ₃	EC	1.6	1.5	
C ₁₀	FC	2.2	1.4	
C ₁₀	EC	1.4	1.7	
C ₄	FC	1.8	1.8	1.7
C ₄	EC	1.7	1.7	1.7
C ₅	FC	1.9	1.8	
C ₅	EC	1.8	2.1	
C ₂	FC	1.7	1.7	2.1
C ₉	EC	1.5	1.4	1.7
C _{1, 3, 10, 5}	FC	-	-	2.2
C _{1, 3, 10, 5}	EC	-	-	1.8

Table E.7 - Distribution of Standard Deviations on Task Orientation,
 Scale K, for French Canadian (FC) and English Canadian (EC) Managers
 who have Received from 0 to 60 Hours of Human Relations Training,
 Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.4	1.2	
C ₁	EC	1.1	0.5	
C ₃	FC	1.1	1.0	
C ₃	EC	1.0	0.6	
C ₁₀	FC	1.1	1.2	
C ₁₀	EC	1.0	0.6	
C ₄	FC	1.0	0.6	0.0
C ₄	EC	0.8	0.7	0.4
C ₅	FC	1.2	0.8	
C ₅	EC	0.8	0.9	
C ₂	FC	1.4	1.0	0.6
C ₉	EC	1.0	0.8	0.8
C _{1, 3, 10, 5}	FC	-	-	0.4
C _{1, 3, 10, 5}	EC	-	-	0.7

Table E.8 - Distributions of Standard Deviations on Task Orientation, Scale K, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.2	0.7	
C ₁	EC	0.8	0.6	
C ₃	FC	1.3	1.1	
C ₃	EC	1.2	0.8	
C ₁₀	FC	1.2	0.9	
C ₁₀	EC	1.3	0.6	
C ₄	FC	1.2	1.0	0.0
C ₄	EC	0.7	0.6	0.4
C ₅	FC	1.1	0.9	
C ₅	EC	1.0	1.0	
C ₂	FC	1.4	1.0	0.0
C ₉	EC	0.7	0.8	0.7
C _{1, 3, 10, 5}	FC	-	-	0.9
C _{1, 3, 10, 5}	EC	-	-	0.8

Table E.9 - Distributions of Standard Deviations on Consideration of Others, Scale L, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.3	1.3	
C ₁	EC	1.4	1.3	
C ₃	FC	1.4	1.5	
C ₃	EC	1.5	1.2	
C ₁₀	FC	1.8	1.5	
C ₁₀	EC	1.5	1.3	
C ₄	FC	1.5	1.1	0.0
C ₄	EC	1.3	1.1	0.6
C ₅	FC	1.9	1.4	
C ₅	EC	1.5	1.5	
C ₂	FC	1.4	1.4	1.1
C ₉	EC	1.7	1.3	1.1
C _{1, 3, 10, 5}	FC	-	-	1.5
C _{1, 3, 10, 5}	EC	-	-	1.1

Table E.10 - Distributions of Standard Deviations on Consideration of Others, Scale L, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.0	1.6	
C ₁	EC	1.4	1.4	
C ₃	FC	1.4	1.2	
C ₃	EC	1.6	1.2	
C ₁₀	FC	1.4	0.9	
C ₁₀	EC	1.4	1.3	
C ₄	FC	1.5	1.3	1.9
C ₄	EC	1.3	1.0	0.9
C ₅	FC	1.3	1.7	
C ₅	EC	1.5	1.4	
C ₂	FC	1.6	1.3	1.4
C ₉	EC	1.5	1.5	1.2
C _{1, 3, 10, 5}	FC	-	-	0.9
C _{1, 3, 10, 5}	EC	-	-	0.9

Table E.11 - Distributions of Standard Deviations on Consideration of Others, Scale M, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.1	0.8	
C ₁	EC	1.1	0.9	
C ₃	FC	1.2	0.5	
C ₃	EC	1.0	0.7	
C ₁₀	FC	1.0	0.5	
C ₁₀	EC	1.1	0.8	
C ₄	FC	0.9	0.5	0.0
C ₄	EC	1.0	0.5	0.4
C ₅	FC	1.3	1.1	
C ₅	EC	1.0	1.0	
C ₂	FC	0.9	0.8	0.8
C ₉	EC	1.0	0.9	0.7
C _{1, 3, 10, 5}	FC	-	-	0.5
C _{1, 3, 10, 5}	EC	-	-	1.0

Table E.12 - Distributions of Standard Deviations on Consideration of Others, Scale M, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	0.9	0.7	
C ₁	EC	1.4	1.0	
C ₃	FC	1.3	0.7	
C ₃	EC	1.1	1.0	
C ₁₀	FC	1.3	0.5	
C ₁₀	EC	1.4	1.0	
C ₄	FC	1.2	1.0	0.0
C ₄	EC	0.9	0.8	0.7
C ₅	FC	1.2	0.9	
C ₅	EC	1.3	1.1	
C ₂	FC	1.3	0.6	0.8
C ₉	EC	1.2	1.1	0.7
C _{1, 3, 10, 5}	FC	-	-	0.6
C _{1, 3, 10, 5}	EC	-	-	0.8

Table E.13 - Distributions of Standard Deviations on Participation in Decision-Making, Scale N, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.9	2.2	
C ₁	EC	1.6	1.5	
C ₃	FC	2.2	1.9	
C ₃	EC	1.8	1.3	
C ₁₀	FC	2.1	1.6	
C ₁₀	EC	1.7	1.6	
C ₄	FC	1.9	1.5	0.0
C ₄	EC	1.5	1.2	0.8
C ₅	FC	2.2	1.9	
C ₅	EC	1.8	1.5	
C ₂	FC	1.8	1.8	2.2
C ₉	EC	1.8	1.6	1.5
C _{1, 3, 10, 5}	FC	-	-	2.9
C _{1, 3, 10, 5}	EC	-	-	1.6

Table E.14 - Distributions of Standard Deviations on Participation in Decision-Making, Scale N, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	2.0	2.0	
C ₁	EC	1.6	1.6	
C ₃	FC	2.1	1.6	
C ₃	EC	1.5	1.3	
C ₁₀	FC	1.7	1.6	
C ₁₀	EC	1.8	1.6	
C ₄	FC	1.8	1.7	0.6
C ₄	EC	1.8	1.2	1.1
C ₅	FC	1.9	2.1	
C ₅	EC	1.8	1.7	
C ₂	FC	1.9	1.8	1.7
C ₉	EC	1.6	1.5	0.9
C _{1, 3, 10, 5}	FC	-	-	0.8
C _{1, 3, 10, 5}	EC	-	-	1.2

Table E.15 - Distributions of Standard Deviations on Supervisory Control, Scale C, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 0 to 60 Hours of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.4	1.7	
C ₁	EC	1.4	1.5	
C ₃	FC	1.4	1.6	
C ₃	EC	1.6	1.2	
C ₁₀	FC	1.5	1.4	
C ₁₀	EC	1.7	1.6	
C ₄	FC	1.7	1.5	0.0
C ₄	EC	1.4	1.3	1.1
C ₅	FC	1.5	1.4	
C ₅	EC	1.5	1.5	
C ₂	FC	1.5	1.5	1.4
C ₉	EC	1.6	1.3	0.7
C _{1, 3, 10, 5}	FC	-	-	1.0
C _{1, 3, 10, 5}	EC	-	-	1.3

Table E.16 - Distributions of Standard Deviations on Supervisory Control, Scale 0, for French Canadian (FC) and English Canadian (EC) Managers who have Received from 61 to 120 Hours or more of Human Relations Training, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C 1	FC	1.3	1.6	
C 1	EC	1.5	2.0	
C 3	FC	1.4	1.5	
C 3	EC	1.6	1.6	
C 10	FC	1.5	1.6	
C 10	EC	1.4	1.5	
C 4	FC	1.6	1.6	1.5
C 4	EC	1.4	1.4	1.2
C 5	FC	1.5	1.3	
C 5	EC	1.6	1.8	
C 2	FC	1.4	1.8	1.5
C 9	EC	1.2	1.5	1.5
C 1, 3, 10, 5 FC		-	-	1.3
C 1, 3, 10, 5 EC		-	-	1.5

The following table shows the results of the experiments conducted on the effect of the concentration of the solution on the rate of reaction. The rate of reaction was measured by the volume of gas evolved per unit time.

Concentration of solution (mol/l)	Time taken for reaction to complete (s)	Rate of reaction (mol/l.s)
0.1	120	0.0083
0.2	60	0.0167
0.3	40	0.0250
0.4	30	0.0333
0.5	24	0.0417
0.6	20	0.0500
0.7	18	0.0556
0.8	15	0.0667
0.9	13	0.0769
1.0	12	0.0833

Appendix F

Tables of Means and Standard Deviations for Each of the
Goal Conflict Scales (A to G) Shown in Table 7.26 and
Each of the Leadership Scales (H to O) Shown in Table 7.27,
According to Religious Affiliation.

Table F.1- Distributions of Mean Scores on Family Conflict, Scale A, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(17) 7.2	(17) 8.0	
C ₁	Prot.	(36) 7.4	(58) 7.5	
C ₃	Cath.	(21) 7.3	(19) 7.1	
C ₃	Prot.	(59) 7.3	(49) 7.4	
C ₁₀	Cath.	(28) 7.0*	(22) 7.4	
C ₁₀	Prot.	(91) 7.5	(66) 7.5	
C ₄	Cath.	(37) 6.3	(35) 7.3	(21) 7.9
C ₄	Prot.	(105) 6.5	(128) 7.4	(39) 7.7
C ₅	Cath.	(56) 7.3	(34) 7.0	
C ₅	Prot.	(179) 7.1	(55) 7.4	
C ₉	Cath.	(17) 7.4	(8) 7.4*	(3) 6.5
C ₉	Prot.	(56) 7.1	(93) 6.8	(23) 6.6
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 7.5
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 7.5

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.2 - Distribution of Standard Deviations on Family Conflict, Scale A,
English Canadians of Catholic and Protestant Religious Affiliation,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.5	1.3	
C ₁	Prot.	1.3	1.2	
C ₃	Cath.	1.3	1.3	
C ₃	Prot.	1.3	1.3	
C ₁₀	Cath.	1.2	1.1	
C ₁₀	Prot.	1.2	1.1	
C ₄	Cath.	1.5	1.4	1.4
C ₄	Prot.	1.7	1.2	1.1
C ₅	Cath.	1.2	1.7	
C ₅	Prot.	1.5	1.4	
C ₉	Cath.	1.0	0.8	0.8
C ₉	Prot.	1.3	1.3	1.4
C _{1, 3, 10, 5}	Cath.	-	-	0.9
C _{1, 3, 10, 5}	Prot.	-	-	1.0

Table F.3 - Distributions of Mean Scores on Family Conflict, Scale B, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(32) 8.3	(25) 8.2	
C ₁	Prot.	(44) 8.2	(59) 8.3	
C ₃	Cath.	(22) 8.9	(19) 7.1	
C ₃	Prot.	(62) 8.0	(51) 8.0	
C ₁₀	Cath.	(28) 8.1	(22) 8.2	
C ₁₀	Prot.	(91) 7.8	(68) 8.1	
C ₄	Cath.	(38) 8.7 *	(36) 8.5	(21) 9.5 *
C ₄	Prot.	(106) 8.1	(132) 8.7	(39) 9.0
C ₅	Cath.	(56) 8.3	(34) 8.0	
C ₅	Prot.	(183) 8.3	(55) 8.1	
C ₉	Cath.	(17) 8.9	(8) 8.0	(3) 8.5
C ₉	Prot.	(61) 8.4	(95) 8.2	(24) 8.3
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 8.4
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 8.6

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.4 - Distribution of Standard Deviations on Family Conflict,
Scale B, for English Canadians of Catholic and Protestant Religious
Affiliation, Shown by Company (C) and by Organizational Levels (L)
Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.5	2.0	
C ₁	Prot.	2.1	1.9	
C ₃	Cath.	0.9	2.2	
C ₃	Prot.	2.0	1.9	
C ₁₀	Cath.	1.9	2.2	
C ₁₀	Prot.	2.3	2.2	
C ₄	Cath.	1.8	2.0	0.2
C ₄	Prot.	2.1	1.5	1.1
C ₅	Cath.	1.9	2.0	
C ₅	Prot.	1.9	1.9	
C ₉	Cath.	1.3	2.3	1.4
C ₉	Prot.	1.8	2.0	1.6
C _{1, 3, 10, 5}	Cath.	-	-	2.0
C _{1, 3, 10, 5}	Prot.	-	-	1.6

Table F.5 - Distributions of Mean Scores on Family Conflict, Scale C, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(32) 4.5	(25) 4.5	
C ₁	Prot.	(42) 3.8	(59) 4.2	
C ₃	Cath.	(22) 3.5	(19) 3.4	
C ₃	Prot.	(62) 3.9	(51) 4.1	
C ₁₀	Cath.	(28) 4.0	(22) 4.7	
C ₁₀	Prot.	(92) 4.4	(69) 4.2	
C ₄	Cath.	(37) 3.9	(36) 4.1	(21) 4.3
C ₄	Prot.	(103) 3.7	(131) 4.1	(38) 4.4
C ₅	Cath.	(56) 3.9	(34) 4.4	
C ₅	Prot.	(183) 4.0	(55) 4.1	
C ₉	Cath.	(17) 4.3	(8) 3.3 [*]	(3) 4.2
C ₉	Prot.	(59) 4.1	(95) 4.3	(24) 3.7
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 4.6
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 4.2

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.6 Distribution of Standard Deviations on Family Conflict, Scale C,
for English Canadians of Catholic and Protestant Religious Affiliation,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	2.3	2.1	
C ₁	Prot.	2.1	1.9	
C ₃	Cath.	2.1	1.4	
C ₃	Prot.	1.9	2.0	
C ₁₀	Cath.	1.9	1.8	
C ₁₀	Prot.	1.9	1.5	
C ₄	Cath.	1.7	1.6	1.5
C ₄	Prot.	1.7	1.6	1.7
C ₅	Cath.	2.0	1.7	
C ₅	Prot.	1.8	1.7	
C ₉	Cath.	1.5	1.2	2.1
C ₉	Prot.	1.7	1.7	2.0
C _{1, 3, 10, 5}	Cath.	-	-	2.5
C _{1, 3, 10, 5}	Prot.	-	-	1.7

Table F.7 - Distributions of Mean Scores on Individual Conflict, Scale D, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(31) 6.5	(25) 7.5	
C ₁	Prot.	(43) 7.1	(57) 7.8	
C ₃	Cath.	(21) 7.0	(19) 8.0	
C ₃	Prot.	(60) 7.2	(50) 8.0	
C ₁₀	Cath.	(27) 6.9	(21) 8.0	
C ₁₀	Prot.	(92) 7.0	(69) 7.7	
C ₄	Cath.	(37) 6.4	(36) 7.3	(21) 8.6
C ₄	Prot.	(104) 6.4	(131) 7.5	(38) 8.3
C ₅	Cath.	(55) 6.7	(33) 6.7	
C ₅	Prot.	(177) 6.8	(56) 7.1	
C ₉	Cath.	(17) 6.6	(8) 7.1	(3) 7.5
C ₉	Prot.	(58) 6.8	(92) 7.2	(23) 7.2
C _{1, 3, 10, 5}	Cath.	- -	- -	(19) 8.1
C _{1, 3, 10, 5}	Prot.	- -	- -	(75) 8.3

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.8 - Distribution of Standard Deviations on Individual Conflict, Scale D, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.7	1.6	
C ₁	Prot.	1.4	1.5	
C ₃	Cath.	1.9	1.4	
C ₃	Prot.	1.8	1.3	
C ₁₀	Cath.	1.3	1.0	
C ₁₀	Prot.	1.5	1.4	
C ₄	Cath.	1.6	1.6	1.2
C ₄	Prot.	1.8	1.5	1.1
C ₅	Cath.	1.6	1.6	
C ₅	Prot.	1.7	1.6	
C ₉	Cath.	1.6	1.7	0.8
C ₉	Prot.	1.4	1.5	1.3
C _{1, 3, 10, 5}	Cath.	-	-	1.1
C _{1, 3, 10, 5}	Prot.	-	-	1.0

Table F.9 - Distributions of Mean Scores on Society Conflict, Scale E, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(31) 6.4	(24) 8.1	
C ₁	Prot.	(43) 7.0	(59) 8.1	
C ₃	Cath.	(21) 6.6	(19) 7.6	
C ₃	Prot.	(62) 7.0	(51) 8.0	
C ₁₀	Cath.	(28) 7.0	(22) 7.7	
C ₁₀	Prot.	(91) 7.4	(67) 7.8	
C ₄	Cath.	(38) 6.3	(36) 7.4	(21) 8.6
C ₄	Prot.	(105) 6.4	(132) 7.8	(39) 8.2
C ₅	Cath.	(55) 6.3	(34) 6.8	
C ₅	Prot.	(180) 6.5	(56) 7.3	
C ₉	Cath.	(16) 7.1	(8) 7.6	(3) 7.8
C ₉	Prot.	(61) 6.6	(95) 7.1	(23) 7.3
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 7.6
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 8.2

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.10 - Distribution of Standard Deviations on Society Conflict, Scale E,
for English Canadians of Catholic and Protestant Religious Affiliation,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.8	1.2	
C ₁	Prot.	1.6	1.3	
C ₃	Cath.	1.6	1.3	
C ₃	Prot.	1.5	1.3	
C ₁₀	Cath.	1.3	1.3	
C ₁₀	Prot.	1.4	1.2	
C ₄	Cath.	1.6	1.6	1.2
C ₄	Prot.	1.7	1.4	1.3
C ₅	Cath.	1.5	1.9	
C ₅	Prot.	1.8	1.7	
C ₉	Cath.	1.5	1.1	0.9
C ₉	Prot.	1.4	1.6	1.3
C _{1, 3, 10, 5}	Cath.	-	-	1.4
C _{1, 3, 10, 5}	Prot.	-	-	1.0

Table F.11-Distributions of Mean Scores on Society Conflict, Scale F, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁		L ₂		L ₃	
C ₁	Cath.	(31)	5.4 *	(25)	6.9		
C ₁	Prot.	(44)	6.5	(59)	6.4		
C ₃	Cath.	(22)	6.8	(19)	6.6		
C ₃	Prot.	(62)	6.8	(51)	6.8		
C ₁₀	Cath.	(28)	6.8	(22)	6.7		
C ₁₀	Prot.	(93)	6.7	(69)	6.9		
C ₄	Cath.	(38)	5.3 *	(35)	5.7	(20)	6.9
C ₄	Prot.	(106)	6.2	(132)	6.3	(39)	6.1
C ₅	Cath.	(55)	6.1	(34)	6.1		
C ₅	Prot.	(185)	6.3	(56)	6.1		
C ₉	Cath.	(17)	7.0 *	(8)	6.1	(3)	4.8
C ₉	Prot.	(60)	5.9	(95)	5.9	(24)	5.3
C _{1, 3, 10, 5}	Cath.	-	-	-	-	(22)	7.0
C _{1, 3, 10, 5}	Prot.	-	-	-	-	(75)	6.4

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.12 • Distribution of Standard Deviations on Society Conflict, Scale F,
for English Canadians of Catholic and Protestant Religious Affiliation,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C 1	Cath.	1.7	1.9	
C 1	Prot.	2.2	2.1	
C 3	Cath.	2.0	1.7	
C 3	Prot.	2.0	2.0	
C 10	Cath.	1.8	1.9	
C 10	Prot.	2.0	2.0	
C 4	Cath.	2.0	2.0	1.8
C 4	Prot.	2.0	1.9	2.1
C 5	Cath.	1.9	2.0	
C 5	Prot.	2.1	2.0	
C 9	Cath.	1.9	2.3	1.2
C 9	Prot.	1.9	1.7	2.1
C 1, 3, 10, 5	Cath.	-	-	1.5
C 1, 3, 10, 5	Prot.	-	-	1.8

Table F.13- Distributions of Mean Scores on Personal Gain Conflict, Scale G,
for English Canadians of Catholic and Protestant Religious Affiliation,
Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(31) 6.9	(25) 7.4	
C ₁	Prot.	(43) 7.1	(59) 7.4	
C ₃	Cath.	(22) 6.7	(19) 7.4	
C ₃	Prot.	(62) 7.0	(51) 7.8	
C ₁₀	Cath.	(28) 6.7	(22) 8.0	
C ₁₀	Prot.	(91) 6.9	(69) 7.8	
C ₄	Cath.	(37) 7.1	(35) 7.4	(21) 8.3
C ₄	Prot.	(104) 6.8	(129) 7.8	(37) 8.1
C ₅	Cath.	(55) 6.8	(33) 7.0	
C ₅	Prot.	(180) 6.9	(56) 7.4	
C ₉	Cath.	(17) 7.2	(8) 7.6	(3) 8.2
C ₉	Prot.	(61) 7.1	(94) 7.4	(24) 7.3
C _{1, 3, 10, 5}	Cath.			(21) 7.5
C _{1, 3, 10, 5}	Prot.			(76) 8.0

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.14 - Distribution of Standard Deviations on Personal Gain Conflict, Scale G, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C 1	Cath.	2.0	1.7	
C 1	Prot.	1.6	1.5	
C 3	Cath.	2.1	1.4	
C 3	Prot.	1.7	1.3	
C 10	Cath.	1.5	0.9	
C 10	Prot.	1.7	1.6	
C 4	Cath.	1.8	1.9	1.2
C 4	Prot.	1.7	1.4	1.0
C 5	Cath.	1.6	1.9	
C 5	Prot.	1.8	1.8	
C 9	Cath.	2.1	1.5	0.9
C 9	Prot.	1.6	1.6	1.6
C 1, 3, 10, 5	Cath.	-	-	1.8
C 1, 3, 10, 5	Prot.	-	-	1.2

Table F.15 - Distributions of Mean Scores on Interpersonal Premises, Scale H, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(17) 3.6	(17) 3.1	
C ₁	Prot.	(36) 3.1	(58) 2.7	
C ₃	Cath.	(22) 2.8	(19) 3.0	
C ₃	Prot.	(62) 3.0	(51) 2.6	
C ₁₀	Cath.	(28) 3.3	(21) 3.1	
C ₁₀	Prot.	(92) 3.1	(69) 2.7	
C ₄	Cath.	(38) 3.1	(36) 2.8	(21) 2.3
C ₄	Prot.	(105) 3.1	(132) 2.7	(39) 2.3
C ₅	Cath.	(54) 3.0	(33) 3.0	
C ₅	Prot.	(183) 3.0	(54) 2.9	
C ₉	Cath.	(17) 2.7	(8) 2.4	(3) 2.5
C ₉	Prot.	(61) 2.9	(94) 2.9	(24) 2.7
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 2.7
C _{1, 3, 10, 5}	Prot.	- -	- -	(75) 2.5

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.16 - Distributions of Standard Deviations on Interpersonal Premises, Scale H, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.6	1.4	
C ₁	Prot.	1.1	1.1	
C ₃	Cath.	0.9	1.0	
C ₃	Prot.	1.1	1.1	
C ₁₀	Cath.	1.2	1.2	
C ₁₀	Prot.	1.1	0.9	
C ₄	Cath.	1.1	1.0	0.7
C ₄	Prot.	1.3	1.1	0.9
C ₅	Cath.	1.2	1.0	
C ₅	Prot.	1.2	1.3	
C ₉	Cath.	0.8	0.9	0.8
C ₉	Prot.	1.1	1.2	1.2
C _{1, 3, 10, 5}	Cath.	-	-	0.9
C _{1, 3, 10, 5}	Prot.	-	-	0.9

Table F.17- Distributions of Mean Scores on Interpersonal Premises, Scale H1, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(29) 6.4	(23) 5.4	
C ₁	Prot.	(45) 6.3	(57) 5.5	
C ₃	Cath.	(22) 5.5	(19) 5.7	
C ₃	Prot.	(59) 6.0	(50) 5.6	
C ₁₀	Cath.	(28) 6.0	(22) 5.1	
C ₁₀	Prot.	(92) 5.9	(67) 5.5	
C ₄	Cath.	(38) 6.2	(36) 5.6	(20) 5.1
C ₄	Prot.	(106) 6.2	(131) 5.1	(39) 4.8
C ₅	Cath.	(55) 6.3	(34) 5.9	
C ₅	Prot.	(183) 6.1	(55) 5.4	
C ₉	Cath.	(17) 5.7	(8) 6.3	(3) 6.5
C ₉	Prot.	(58) 6.3	(95) 5.4	(24) 5.9
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 4.8
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 4.9

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.18 - Distributions of Standard Deviations on Interpersonal Premises, Scale H1, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C 1	Cath.	1.8	1.2	
C 1	Prot.	2.0	2.0	
C 3	Cath.	2.0	1.6	
C 3	Prot.	2.0	1.9	
C 10	Cath.	1.7	1.8	
C 10	Prot.	1.7	2.0	
C 4	Cath.	2.3	2.0	1.5
C 4	Prot.	1.9	2.0	1.6
C 5	Cath.	2.1	2.2	
C 5	Prot.	2.0	2.2	
C 9	Cath.	2.0	1.8	0.8
C 9	Prot.	2.0	1.7	1.8
C 1, 3, 10, 5	Cath.	-	-	1.6
C 1, 3, 10, 5	Prot.	-	-	1.7

Table F.19 - Distributions of Mean Scores on Status Needs, Scale I, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(17) 4.9	(17) 4.4	
C ₁	Prot.	(37) 4.0	(56) 3.7	
C ₃	Cath.	(21) 3.7	(19) 3.9	
C ₃	Prot.	(60) 4.0	(50) 3.0	
C ₁₀	Cath.	(27) 4.3	(22) 3.8	
C ₁₀	Prot.	(91) 4.1	(68) 3.6	
C ₄	Cath.	(38) 4.2	(36) 3.6	(19) 2.8
C ₄	Prot.	(104) 4.0	(131) 3.3	(39) 3.2
C ₅	Cath.	(54) 4.2	(32) 4.4	
C ₅	Prot.	(180) 4.2	(56) 4.1	
C ₉	Cath.	(16) 3.8	(8) 3.6	(3) 3.2
C ₉	Prot.	(58) 4.7	(92) 3.9	(24) 3.6
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 3.2
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 3.3

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.20 - Distributions of Standard Deviations on Status Needs,
Scale I, for English Canadians of Catholic and Protestant Religious
Affiliation, Shown by Company (C) and by Organizational Levels (L)
Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.6	1.5	
C ₁	Prot.	1.3	1.4	
C ₃	Cath.	1.2	1.0	
C ₃	Prot.	1.2	0.9	
C ₁₀	Cath.	1.5	1.0	
C ₁₀	Prot.	1.2	1.3	
C ₄	Cath.	1.4	1.1	0.9
C ₄	Prot.	1.2	1.2	0.9
C ₅	Cath.	1.5	1.6	
C ₅	Prot.	1.5	1.2	
C ₉	Cath.	1.7	0.9	0.9
C ₉	Prot.	1.3	1.1	1.3
C _{1, 3, 10, 5}	Cath.	-	-	0.9
C _{1, 3, 10, 5}	Prot.	-	-	1.2

Table F.21 - Distributions of Mean Scores on Task Orientation, Scale J,
for English Canadians of Catholic and Protestant Religious Affil-
iation, Shown by Company (C) and by Organizational Levels (L)
Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(31) 6.4	(24) 6.7	
C ₁	Prot.	(44) 6.5	(59) 6.4	
C ₃	Cath.	(22) 6.1	(18) 5.3	
C ₃	Prot.	(62) 5.8	(51) 5.4	
C ₁₀	Cath.	(27) 6.0	(22) 6.1	
C ₁₀	Prot.	(92) 5.8	(68) 6.1	
C ₄	Cath.	(39) 6.7	(35) 5.9	(21) 6.3
C ₄	Prot.	(105) 6.9	(132) 5.6	(39) 6.0
C ₅	Cath.	(56) 6.4	(33) 6.1	
C ₅	Prot.	(181) 6.4	(55) 5.8	
C ₉	Cath.	(16) 5.9	(8) 5.3	(3) 5.8
C ₉	Prot.	(61) 6.2	(93) 6.0	(23) 5.1
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 6.1
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 5.7

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.22 - Distributions of Standard Deviations on Task Orientation, Scale J, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.8	1.7	
C ₁	Prot.	1.8	1.8	
C ₃	Cath.	1.7	1.4	
C ₃	Prot.	1.7	1.4	
C ₁₀	Cath.	1.4	1.7	
C ₁₀	Prot.	1.6	1.6	
C ₄	Cath.	1.7	1.7	1.9
C ₄	Prot.	1.7	1.6	1.7
C ₅	Cath.	1.8	2.1	
C ₅	Prot.	1.7	1.9	
C ₉	Cath.	1.8	1.5	2.1
C ₉	Prot.	1.5	1.4	1.9
C _{1, 3, 10, 5}	Cath.	-	-	1.2
C _{1, 3, 10, 5}	Prot.	-	-	1.9

Table F.23 - Distributions of Mean Scores on Task Orientation, Scale K, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(32) 8.7	(24) 9.4 *	
C ₁	Prot.	(45) 8.8	(58) 9.2	
C ₃	Cath.	(22) 8.3	(19) 8.7	
C ₃	Prot.	(62) 8.6	(51) 8.9	
C ₁₀	Cath.	(27) 8.8	(22) 9.2 *	
C ₁₀	Prot.	(92) 8.9	(69) 9.1	
C ₄	Cath.	(38) 8.9	(35) 9.1	(21) 9.4
C ₄	Prot.	(105) 9.1	(131) 9.2	(39) 9.3
C ₅	Cath.	(54) 8.9	(34) 8.9	
C ₅	Prot.	(180) 9.0	(56) 8.9	
C ₉	Cath.	(17) 9.0	(8) 9.1 *	(3) 8.8
C ₉	Prot.	(60) 8.8	(94) 8.8	(24) 9.0
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 9.0
C _{1, 3, 10, 5}	Prot.	- -	- -	(75) 9.0

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.24 - Distributions of Standard Deviations on Task Orientation, Scale K, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.1	0.3	
C ₁	Prot.	1.0	0.6	
C ₃	Cath.	1.2	0.9	
C ₃	Prot.	1.1	0.7	
C ₁₀	Cath.	0.9	0.5	
C ₁₀	Prot.	1.1	0.6	
C ₄	Cath.	0.9	0.6	0.3
C ₄	Prot.	0.7	0.6	0.5
C ₅	Cath.	0.7	0.8	
C ₅	Prot.	0.9	1.0	
C ₉	Cath.	0.7	0.5	0.5
C ₉	Prot.	0.8	0.8	0.7
C _{1, 3, 10, 5}	Cath.	-	-	0.8
C _{1, 3, 10, 5}	Prot.	-	-	0.7

Table E.25 - Distributions of Mean Scores on Consideration of Others, Scale L, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(16) 6.0	(17) 7.3	
C ₁	Prot.	(36) 6.6	(58) 7.7	
C ₃	Cath.	(21) 6.5	(19) 6.9*	
C ₃	Prot.	(60) 6.8	(51) 7.9	
C ₁₀	Cath.	(28) 6.8	(22) 7.4*	
C ₁₀	Prot.	(93) 6.7	(69) 7.9	
C ₄	Cath.	(39) 7.7	(35) 8.4	(21) 8.7
C ₄	Prot.	(102) 7.4	(131) 8.2	(39) 8.6
C ₅	Cath.	(56) 6.6	(34) 7.4	
C ₅	Prot.	(185) 6.9	(55) 7.5	
C ₉	Cath.	(17) 6.9	(8) 7.6	(3) 7.8
C ₉	Prot.	(57) 6.8	(93) 7.5	(24) 7.9
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 7.7
C _{1, 3, 10, 5}	Prot.	- -	- -	(75) 8.0

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.26 - Distributions of Standard Deviations on Consideration of Others, Scale L, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.7	1.3	
C ₁	Prot.	1.4	1.3	
C ₃	Cath.	1.6	1.4	
C ₃	Prot.	1.5	1.1	
C ₁₀	Cath.	1.2	1.2	
C ₁₀	Prot.	1.6	1.3	
C ₄	Cath.	1.5	1.0	0.7
C ₄	Prot.	1.2	1.1	0.9
C ₅	Cath.	1.4	1.4	
C ₅	Prot.	1.5	1.4	
C ₉	Cath.	1.9	1.9	0.5
C ₉	Prot.	1.5	1.4	1.3
C _{1, 3, 10, 5}	Cath.	-	-	1.0
C _{1, 3, 10, 5}	Prot.	-	-	1.0

Table F.27 - Distributions of Mean Scores on Consideration of Others,
Scale M, for English Canadians of Catholic and Protestant Religious
Affiliation, Shown by Company (C) and by Organizational Levels (L)
Within Companies.

		L ₁	L ₂	L ₃
C 1	Cath.	(31) 8.8 *	(24) 8.9	
C 1	Prot.	(43) 8.3	(58) 8.7	
C 3	Cath.	(21) 9.1	(19) 8.7	
C 3	Prot.	(61) 8.8	(51) 8.8	
C 10	Cath.	(27) 8.4	(22) 9.0	
C 10	Prot.	(89) 8.6	(68) 8.8	
C 4	Cath.	(38) 8.9	(36) 9.1	(21) 9.3
C 4	Prot.	(104) 8.9	(129) 9.2	(39) 9.2
C 5	Cath.	(54) 8.6	(33) 8.7	
C 5	Prot.	(181) 8.7	(56) 8.6	
C 9	Cath.	(17) 8.4	(8) 8.5	(3) 9.2
C 9	Prot.	(61) 8.7	(94) 8.5	(24) 9.0
C 1, 3, 10, 5 Cath.		- -	- -	(22) 8.9
C 1, 3, 10, 5 Prot.		- -	- -	(75) 8.8

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.28 - Distributions of Standard Deviations on Consideration of Others, Scale M, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.0	0.9	
C ₁	Prot.	1.3	1.0	
C ₃	Cath.	0.7	0.9	
C ₃	Prot.	1.2	0.9	
C ₁₀	Cath.	1.2	0.8	
C ₁₀	Prot.	1.2	0.9	
C ₄	Cath.	1.2	0.8	0.4
C ₄	Prot.	0.8	0.7	0.7
C ₅	Cath.	1.1	0.9	
C ₅	Prot.	1.1	1.2	
C ₉	Cath.	1.0	1.3	0.5
C ₉	Prot.	1.2	1.1	0.7
C _{1, 3, 10, 5}	Cath.	-	-	1.0
C _{1, 3, 10, 5}	Prot.	-	-	0.9

Table F.29 - Distributions of Mean Scores on Participation in Decision-Making, Scale N, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(31) 6.5	(24) 7.5	
C ₁	Prot.	(45) 6.9	(59) 7.8	
C ₃	Cath.	(22) 7.0	(19) 7.4 *	
C ₃	Prot.	(61) 7.1	(51) 8.2	
C ₁₀	Cath.	(27) 6.8	(22) 7.2	
C ₁₀	Prot.	(92) 6.2	(68) 7.5	
C ₄	Cath.	(39) 7.7 *	(36) 7.6 *	(21) 8.9
C ₄	Prot.	(105) 7.0	(132) 8.3	(39) 8.6
C ₅	Cath.	(56) 6.5	(32) 7.0	
C ₅	Prot.	(185) 6.4	(55) 7.3	
C ₉	Cath.	(17) 7.0	(7) 8.4 *	(3) 8.2
C ₉	Prot.	(61) 6.5	(95) 7.5	(24) 8.7
C _{1, 3, 10, 5}	Cath.	- -	- -	(22) 7.8
C _{1, 3, 10, 5}	Prot.	- -	- -	(76) 8.3

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.30 - Distributions of Standard Deviations on Participation in Decision-Making, Scale N, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.6	1.4	
C ₁	Prot.	1.6	1.6	
C ₃	Cath.	1.7	1.0	
C ₃	Prot.	1.6	1.3	
C ₁₀	Cath.	1.8	1.6	
C ₁₀	Prot.	1.7	1.6	
C ₄	Cath.	1.5	1.6	1.0
C ₄	Prot.	1.7	1.1	1.0
C ₅	Cath.	1.9	1.7	
C ₅	Prot.	1.8	1.7	
C ₉	Cath.	1.8	1.1	1.2
C ₉	Prot.	1.6	1.5	0.8
C _{1, 3, 10, 5}	Cath.	-	-	1.7
C _{1, 3, 10, 5}	Prot.	-	-	1.2

Table F.31- Distributions of Mean Scores on Supervisory Control, Scale O, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	(25) 4.8	(17) 4.9	
C ₁	Prot.	(41) 4.9	(50) 5.6	
C ₃	Cath.	(21) 6.1	(18) 6.5	
C ₃	Prot.	(59) 6.0	(43) 6.9	
C ₁₀	Cath.	(25) 5.1	(22) 6.0	
C ₁₀	Prot.	(90) 5.0	(67) 5.6	
C ₄	Cath.	(38) 5.0*	(29) 6.5*	(18) 7.1
C ₄	Prot.	(103) 5.3	(118) 6.9	(34) 7.2
C ₅	Cath.	(54) 4.9	(30) 5.5*	
C ₅	Prot.	(182) 5.0	(50) 6.2	
C ₉	Cath.	(16) 5.7*	(8) 7.6*	(3) 6.8
C ₉	Prot.	(61) 4.5	(85) 6.4	(23) 7.1
C _{1, 3, 10, 5}	Cath.	- -	- -	(16) 6.4
C _{1, 3, 10, 5}	Prot.	- -	- -	(64) 6.9

* Indicates a statistically significant difference between the mean of protestant managers and that of catholic managers.

Table F.32 - Distributions of Standard Deviations on Supervisory Control, Scale 0, for English Canadians of Catholic and Protestant Religious Affiliation, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	Cath.	1.7	1.7	
C ₁	Prot.	1.4	1.8	
C ₃	Cath.	1.5	1.6	
C ₃	Prot.	1.7	1.3	
C ₁₀	Cath.	1.6	1.4	
C ₁₀	Prot.	1.5	1.6	
C ₄	Cath.	0.9	1.2	1.4
C ₄	Prot.	1.4	1.4	1.0
C ₅	Cath.	1.6	1.6	
C ₅	Prot.	1.5	1.7	
C ₉	Cath.	1.4	1.1	0.5
C ₉	Prot.	1.2	1.4	1.5
C _{1, 3, 10, 5}	Cath.	-	-	1.5
C _{1, 3, 10, 5}	Prot.	-	-	1.4

Appendix G

Tables of Standard Deviations of Means Found
in Tables 8.1 and 8.3 Inclusive.

Table G.1 - Distributions of Standard Deviations on the Biculturalism Scale for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L 1	L 2	L 3
C ₁	FC	2.2	1.9	
C ₁	EC	1.6	1.7	
C ₃	FC	1.3	2.0	
C ₃	EC	1.8	2.3	
C ₁₀	FC	1.8	2.1	
C ₁₀	EC	2.1	2.0	
C ₄	FC	1.9	1.7	1.4
C ₄	EC	2.1	2.1	1.9
C ₅	FC	1.6	1.6	
C ₅	EC	2.1	2.2	
C ₂	FC	1.5	1.4	1.6
C ₉	EC	1.1	0.8	0.9
C _{1, 3, 10, 5}	FC	-	-	1.6
C _{1, 3, 10, 5}	EC	-	-	2.0

Table G.2 - Distributions of Standard Deviations on the Job Satisfaction Scale for French Canadian (FC) and English Canadian (EC) Managers, Shown by Company (C) and by Organizational Levels (L) Within Companies.

		L ₁	L ₂	L ₃
C ₁	FC	1.1	1.1	
C ₁	EC	0.7	1.0	
C ₃	FC	1.0	1.0	
C ₃	EC	1.2	1.0	
C ₁₀	FC	0.9	1.2	
C ₁₀	EC	1.3	1.2	
C ₄	FC	1.3	1.1	0.5
C ₄	EC	1.1	1.1	0.8
C ₅	FC	1.1	1.0	
C ₅	EC	1.2	1.2	
C ₂	FC	1.3	1.2	1.0
C ₉	EC	1.0	0.9	0.8
C _{1, 3, 10, 5}	FC	-	-	0.9
C _{1, 3, 10, 5}	EC	-	-	0.8

Appendix H

Tables of Means and Standard Deviations for Each of
the Goals (A to J) Shown in Table 10.9, Including the
Standard Deviations of Means found in Table 10.6.

Table H.1 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "A" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : A	BC I	BC F	GR I	GR F	QUEST. Goal: A
CA-Non Cath	3.7 (215)*	4.0 (133)	4.3 (37)	4.3 (28)	EC-Non Cath
CA-Cath	3.3 (51)	3.2 (33)			EC-Cath
CF-Ecole A	3.9 (126)	4.4 (32)	4.3 (41)	6.5 (27)	FC-School A
CF-Ecole B	4.2 (111)	3.9 (144)		4.0 (69)	FC-School B

*

The number of students is shown in parentheses.

Table H .2 - Distribution of the Standard Deviation for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "A" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC1, BC F) and Graduate Training (GR 1, GR F).

QUEST. GOAL : A	BC I	BC F	GR I	GR F	QUEST. GOAL: A
CA-Non Cath	2.4	2.7	2.6	2.1	EC-Non Cath
CA-Cath	2.3	2.8			EC-Cath
CF-Ecole A	2.6	2.7	2.5	2.3	FC-School A
CF-Ecole B	2.7	2.7		2.2	FC-School B

Table H.3 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "B" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : B	BC I	BC F	GR I	GR F	QUEST. Goal: B
CA-Non Cath	5.9 (215)*	6.4 (133)	6.7 (37)	6.5 (28)	EC-Non Cath
CA-Cath	5.6 (51)	5.7 (33)			EC-Cath
CF-Ecole A	5.5 (126)	6.3 (32)	4.9 (41)	5.8 (27)	FC-School A
CF-Ecole B	5.4 (111)	5.1 (144)		5.8 (69)	FC-School B

* The number of students is shown in parentheses.

Table H.4 - Distribution of the Standard Deviation for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "B" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC I, BC F) and Graduate Training (GR I, GR F).

QUEST. Goal: B	BC I	BC F	GR I	GR F	QUEST. Goal: B
CA-Non Cath	1.9	1.8	1.5	1.5	EC-Non Cath
CA-Cath	2.0	1.8			EC-Cath
CF-Ecole A	2.2	1.8	2.0	2.1	FC-School A
CF-Ecole B	1.9	2.1		1.9	FC-School B

Table H. 5- Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "C" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC I, BC F) and Graduate Training (GR I, GR F).

QUEST. 02 Goal : C	BC I	BC F	GR I	GR F	QUEST. Goal : C
CA-Non Cath	4.4 (215) [*]	4.0 (133)	4.1 (37)	3.4 (28)	EC-Non Cath
CA-Cath	4.3 (51)	3.8 (33)			EC-Cath
CF-Ecole A	5.0 (126)	5.2 (32)	4.7 (41)	4.6 (27)	FC-School A
CF-Ecole B	4.8 (111)	4.7 (144)		4.4 (69)	FC-School B

* The number of students is shown in parentheses.

Table H .6 - Distribution of the Standard Deviation for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "C" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. Goal: C	BC 1	BC F	GR 1	GR F	QUEST. Goal: C
CA-Non Cath	2.2	2.1	2.5	2.0	EC-Non Cath
CA-Cath	1.9	1.9			EC-Cath
CF-Ecole A	2.2	2.0	2.1	2.0	FC-School A
CF-Ecole B	2.2	2.1		1.9	FC-School B

Table H.7 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "D" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : D	BC 1	BC F	GR 1	GR F	QUEST. 02 Goal : D
CA-Non Cath	6.7 (215)*	7.0 (133)	7.3 (37)	7.0 (28)	EC-Non Cath
CA-Cath	6.2 (51)	6.6 (33)			EC-Cath
CF-Ecole A	6.3 (126)	7.3 (32)	5.9 (41)	6.1 (27)	FC-School A
CF-Ecole B	5.9 (111)	5.8 (144)		6.2 (69)	FC-School B

* The number of students is shown in parentheses.

Table H.8 - Distribution of the Standard Deviation for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "D" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC 1, BC f) and Graduate Training (GR 1, GR F).

QUEST. Goal: D	BC I	BC F	GR I	GR F	QUEST. Goal: D
CA-Non Cath	1.8	1.7	1.5	1.5	EC-Non Cath
CA-Cath	2.1	1.7			EC-Cath
CF-Ecole A	2.2	1.4	2.2	2.0	FC-School A
CF-Ecole B	2.1	1.9		1.9	FC-School B

Table H.9 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "E" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : E	BC 1	BC F	GR 1	GR F	QUEST. 02 Goal : E
CA-Non Cath	6.1 (215)*	7.4 (133)	6.4 (37)	8.0 (28)	EC-Non Cath
CA-Cath	5.2 (51)	6.0 (33)			EC-Cath
CF-Ecole A	4.3 (126)	4.9 (32)	5.3 (41)	4.6 (27)	FC-School A
CF-Ecole B	4.5 (111)	4.9 (144)		5.3 (69)	FC-School B

* The number of students is shown in parentheses.

Table H.10 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "E" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. Goal: E	BC I	BC F	GR I	GR F	QUEST. Goal: E
CA-Non Cath	2.8	2.1	2.7	1.3	EC-Non Cath
CA-Cath	2.5	2.4			EC-Cath
CF-Ecole A	2.7	3.0	3.1	2.5	FC-School A
CF-Ecole B	3.0	2.9		3.1	FC-School B

Table H.11- Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "F" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : F	BC 1	BC F	GR 1	GR F	QUEST. 02 Goal : F
CA-Non Cath	5.7 (215) [*]	5.1 (133)	4.9 (37)	5.6 (28)	EC-Non Cath
CA-Cath	5.9 (51)	6.5 (33)			EC-Cath
CF-Ecole A	5.8 (126)	5.3 (32)	6.4 (41)	5.6 (27)	FC-School A
CF-Ecole B	5.8 (111)	6.0 (144)		5.8 (69)	FC-School B

*

The number of students is shown in parentheses.

Table H.12 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "F" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. Goal: F	BC 1	BC F	GR 1	GR F	QUEST. Goal: F
CA-Non Cath	1.8	1.8	1.7	2.0	EC-Non Cath
CA-Cath	2.3	1.9			EC-Cath
CF-Ecole A	1.9	1.6	1.6	2.4	FC-School A
CF-Ecole B	2.1	2.2		1.9	FC-School B

Table H.13 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "G" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : G	BC 1	BC F	GR 1	GR F	QUEST. Goal : G
CA-Non Cath	4.7 (215) [*]	4.4 (133)	4.3 (37)	4.5 (28)	EC-Non Cath
CA-Cath	5.3 (51)	5.4 (33)			EC-Cath
CF-Ecole A	5.1 (126)	4.6 (32)	5.0 (41)	4.5 (27)	FC-School A
CF-Ecole B	5.3 (111)	5.3 (144)		5.3 (69)	FC-School B

* The number of students is shown in parentheses.

Table H.14 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "G" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. Goal: G	BC I	BC F	GR I	GR F	QUEST. Goal: G
CA-Non Cath	2.1	2.0	1.9	2.0	EC-Non Cath
CA-Cath	2.1	2.3			EC-Cath
CF-Ecole A	2.2	2.1	1.2	1.8	FC-School A
CF-Ecole B	2.1	2.2		2.2	FC-School B

Table H.15 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "H" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : H	BC 1	BC F	GR 1	GR F	QUEST. 02 Goal: H
CA-Non Cath	4.3 (215) [*]	3.9 (133)	3.7 (37)	3.4 (28)	EC-Non Cath
CA-Cath	4.6 (51)	4.5 (33)			EC-Cath
CF-Ecole A	4.1 (126)	4.3 (32)	4.8 (41)	4.4 (27)	FC-School A
CF-Ecole B	4.7 (111)	5.3 (144)		5.0 (69)	FC-School B

* The number of students is shown in parentheses.

Table H .16 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "H" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. Goal: H	BC 1	BC F	GR 1	GR F	QUEST. Goal: H
CA-Non Cath	2.0	1.7	2.0	1.9	EC-Non Cath
CA-Cath	2.4	2.1			EC-Cath
CF-Ecole A	2.1	2.2	2.4	2.2	FC-School A
CF-Ecole B	2.3	2.3		2.2	FC-School B

Table H.17 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "I" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC I, BC F) and Graduate Training (GR I, GR F).

QUEST. 02 Goal : I	BC I	BC F	GR I	GR F	QUEST. 02 Goal : I
CA-Non Cath	1.7 (215) [*]	1.4 (133)	1.4 (37)	1.4 (28)	EC-Non Cath
CA-Cath	2.1 (51)	1.8 (33)			EC-Cath
CF-Ecole A	1.4 (126)	1.0 (32)	1.4 (41)	1.2 (27)	FC-School A
CF-Ecole B	1.5 (111)	1.5 (144)		1.4 (69)	FC-School B

* The number of students is shown in parentheses.

Table H.18 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "I" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC I, BC F) and Graduate Training (GR I, GR F).

QUEST. Goal: I	BC I	BC F	GR I	GR F	QUEST. Goal: I
CA-Non Cath	1.8	1.5	1.7	1.3	EC-Non Cath
CA-Cath	1.9	1.8			EC-Cath
CF-Ecole A	1.7	1.4	1.4	1.3	FC-School A
CF-Ecole B	1.7	1.9		1.6	FC-School B

Table H.19 - Distributions of the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "J" Shown by Type of School (Non-Cath, Cath, A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. 02 Goal : J	BC 1	BC F	GR 1	GR F	QUEST. 02 Goal : J
CA-Non Cath	1.8 (215)*	1.5 (133)	1.9 (37)	1.0 (28)	EC-Non Cath
CA-Cath	2.5 (51)	1.6 (33)			EC-Cath
CF-Ecole A	3.7 (126)	1.8 (32)	2.3 (41)	1.6 (27)	FC-School A
CF-Ecole B	2.9 (111)	2.5 (144)		1.9 (69)	FC-School B

*

The number of students is shown in parentheses.

Table H.20 - Distributions of the Standard Deviations for the Mean Number of Times French Canadian (FC) and English Canadian (EC) Students Prefer Organizational Goal "J" Shown by Type of School (Non-Cath, Cath. A, B) and Levels of Undergraduate (BC 1, BC F) and Graduate Training (GR 1, GR F).

QUEST. Goal: J	BC 1	BC F	GR 1	GR F	QUEST. Goal: J
CA-Non Cath	2.2	2.0	2.0	1.8	EC-Non Cath
CA-Cath	2.4	2.1			EC-Cath
CF-Ecole A	2.9	1.8	2.7	2.2	FC-School A
CF-Ecole B	2.9	2.7		2.4	FC-School B

Table H. 21 - Distributions of the Standard Deviations for the Mean Number of Times Economic Goals are Chosen over Social-Humanitarian Goals by English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(214)* 6.1	(133) 5.6	(37) 5.9	(28) 5.3
E.C. Cath.	(50) 6.4	(33) 6.3	-	-
F.C. School A	(122) 6.2	(32) 6.5	(40) 6.7	(26) 5.4
F.C. School B	(108) 7.3	(137) 7.5	-	(67) 6.5

* The number of students is shown in parentheses.

Appendix I

Tables of Means and Standard Deviations for Each of the
Goal Conflict Scales (A to G) Shown in Table 10.10.

Table I.1 - Distribution of Mean Scores on Family Conflict, Scale A, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(222)* 7.5	(133) 7.3	(37) 7.1	(29) 7.0
E.C. Cath.	(54) 7.2	(36) 7.3	-	-
F.C. School A	(123) 7.2	(31) 7.1	(41) 7.2	(27) 7.0
F.C. School B	(109) 7.5	(139) 7.3	-	(65) 7.0

* The number of students is shown in parentheses.

Table 1.2 - Distribution of Standard Deviations on Family Conflict, Scale A, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.1	1.2	1.1	1.7
E.C. Cath.	1.2	1.2	-	-
F.C. School A	1.3	1.3	1.4	1.5
F.C. School B	1.4	1.3	-	1.4

Table 1.3 - Distribution of Mean Scores on Family Conflict, Scale B, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(230) [*] 7.2	(137) 7.3	(38) 7.4	(29) 7.7
E.C. Cath.	(55) 6.1	(37) 6.3	-	-
F.C. School A	(131) 5.2	(32) 6.8	(41) 5.8	(28) 6.9
F.C. School B	(116) 5.2	(144) 5.8	-	(70) 6.8

* The number of students is shown in parentheses.

Table I.4 - Distribution of Standard Deviations on Family Conflict, Scale B, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	2.5	2.6	2.2	2.4
E.C. Cath.	2.7	2.3	-	-
F.C. School A	5.2	3.0	2.5	2.5
F.C. School B	5.2	2.8	-	2.6

Table I.5 - Distribution of Mean Scores on Family Conflict, Scale C, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.O. 1) and Final (B.O. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.O. 1	B.O. F.	GR. 1	GR. F.
E.C. Non-Cath.	(231)* 3.6	(137) 4.1	(38) 3.2	(29) 4.1
E.C. Cath.	(56) 3.7	(37) 3.2	-	-
F.C. School A	(130) 4.5	(32) 5.3	(41) 5.2	(28) 5.8
F.C. School B	(117) 5.4	(145) 5.8	-	(70) 5.0

* The number of students is shown in parentheses.

Table 1.6 - Distribution of Standard Deviations on Family Conflict, Scale C, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.7	1.8	1.7	1.5
E.C. Cath.	2.2	1.3	-	-
F.C. School A	2.2	2.0	2.2	1.5
F.C. School B	2.2	2.1	-	1.9

Table 1.7 - Distribution of Mean Scores on Individual Conflict, Scale D, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(228) [*] 7.3	(134) 7.4	(38) 7.5	(29) 7.4
E.C. Cath.	(53) 6.4	(37) 7.0	-	-
F.C. School A	(125) 6.5	(32) 6.6	(41) 6.7	(28) 7.0
F.C. School B	(115) 6.3	(140) 6.5	-	(67) 6.4

* The number of students is shown in parentheses.

Table 1.8 - Distribution of Standard Deviations on Individual Conflict, Scale D, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.2	1.3	1.2	1.3
E.C. Cath.	1.4	1.1	-	-
F.C. School A	1.3	1.1	1.4	1.6
F.C. School B	1.4	1.3	-	1.5

Table 1.9 - Distribution of Mean Scores on Society Conflict, Scale E, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(226) [*] 7.2	(136) 7.6	(36) 7.6	(29) 7.4
E.C. Cath.	(55) 6.6	(37) 7.0	-	-
F.C. School A	(123) 6.0	(32) 6.5	(41) 6.8	(28) 7.1
F.C. School B	(113) 6.2	(142) 6.3	-	(69) 6.4

* The number of students is shown in parentheses.

Table I.10 - Distribution of Standard Deviations on Society Conflict, Scale E, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.4	1.3	0.9	1.6
E.C. Cath.	1.4	1.3	-	-
F.C. School A	1.6	1.7	1.4	1.6
F.C. School B	1.7	1.5	-	1.7

Table I.11 - Distribution of Mean Scores on Society Conflict, Scale F, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(230)* 5.9	(137) 5.7	(38) 6.1	(29) 5.5
E.C. Cath.	(56) 6.0	(37) 5.0	-	-
F.C. School A	(129) 6.0	(32) 5.9	(41) 5.5	(28) 5.1
F.C. School B	(117) 5.2	(145) 5.2	-	(69) 5.4

* The number of students is shown in parentheses.

Table 1.12 - Distribution of Standard Deviations on Society Conflict, Scale F, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (GR. 1) and Final (GR. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.7	1.9	1.9	1.9
E.C. Cath.	2.0	1.5	-	-
F.C. School A	2.0	1.8	1.8	1.9
F.C. School B	2.0	1.9	-	2.0

Table I.13 - Distribution of Mean Scores on Personal Gain Conflict, Scale G, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(229)*7.3	(137) 7.9	(37) 7.7	(29) 7.7
E.C. Cath.	(54) 6.4	(37) 7.1	-	-
F.C. School A	(129) 6.1	(32) 6.7	(41) 6.8	(27) 6.2
F.C. School B	(116) 6.2	(145) 6.5	-	(68) 6.6

* The number of students is shown in parentheses.

Table I.14 - Distribution of Standard Deviations on Personal Gain Conflict, Scale G, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.5	1.3	1.1	1.8
E.C. Cath.	1.4	1.4	-	-
F.C. School A	1.7	1.5	1.4	1.8
F.C. School B	1.7	1.9	-	1.8

Appendix J

Tables of Means and Standard Deviations for Each of
the Leadership Scales (H to O) Shown in Table 10.11.

Table J.1 - Distribution of Mean Scores on Interpersonal Premises, Scale H, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(227)* 4.0	(136) 3.7	(37) 3.6	(28) 3.2
E.C. Cath.	(55) 4.3	(35) 3.8	-	-
F.C. School A	(129) 5.2	(31) 4.5	(41) 4.9	(28) 4.7
F.C. School B	(115) 4.7	(145) 4.3	-	(70) 4.3

* The number of students is shown in parentheses.

Table J.2 - Distribution of Standard Deviations on Interpersonal Premises, Scale H, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.0	1.2	1.0	1.1
E.C. Cath.	1.0	1.0	-	-
F.C. School A	1.2	1.0	1.4	1.2
F.C. School B	1.4	1.1	-	1.4

Table J.3 - Distribution of Mean Scores on Interpersonal Premises, Scale H1, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(228)* 6.5	(134) 6.4	(37) 6.3	(28) 5.5
E.C. Cath.	(53) 7.1	(37) 6.9	-	-
F.C. School A	(128) 7.1	(32) 6.7	(41) 6.8	(27) 6.6
F.C. School B	(116) 6.8	(145) 7.0	-	(70) 6.6

* The number of students is shown in parentheses.

Table J.4 - Distribution of Standard Deviations on Interpersonal Premises, Scale H1, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.4	1.7	1.5	1.7
E.C. Cath.	1.6	1.5	-	-
F.C. School A	1.6	1.5	1.6	1.6
F.C. School B	1.8	1.6	-	1.7

Table J.5 - Distribution of Mean Scores on Status Needs, Scale I, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(224)* 4.4	(130) 4.2	(37) 3.9	(29) 3.7
E.C. Cath.	(52) 4.6	(35) 4.1	-	-
F.C. School A	(128) 5.0	(30) 5.1	(40) 4.6	(28) 4.7
F.C. School B	(115) 4.9	(142) 4.6	-	(69) 4.6

* The number of students is shown in parentheses.

Table J.6 - Distribution of Standard Deviations on Status Needs, Scale I, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.1	1.1	1.3	1.3
E.C. Cath.	1.2	0.8	-	-
F.C. School A	1.2	1.6	1.3	1.5
F.C. School B	1.6	1.4	-	1.4

Table J.7 - Distribution of Mean Scores on Task Orientation, Scale J, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(228)* 5.7	(136) 5.5	(37) 5.3	(29) 5.2
E.C. Cath.	(54) 5.9	(37) 5.4	-	-
F.C. School A	(129) 6.0	(32) 5.8	(40) 6.4	(28) 5.5
F.C. School B	(115) 6.1	(142) 5.6	-	(70) 5.2

* The number of students is shown in parentheses.

Table J.8 - Distribution of Standard Deviations on Task Orientation, Scale J, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.6	1.6	1.6	1.7
E.C. Cath.	1.7	1.6	-	-
F.C. School A	1.9	1.9	1.7	1.3
F.C. School B	1.8	1.7	-	1.7

Table J.9 - Distribution of Mean Scores on Task Orientation, Scale K, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(228)* 8.7	(137) 8.6	(38) 8.5	(29) 8.5
E.C. Cath.	(54) 8.9	(37) 8.7	-	-
F.C. School A	(128) 8.3	(32) 8.6	(41) 8.8	(28) 8.0
F.C. School B	(114) 8.1	(143) 8.2	-	(70) 7.8

* The number of students is shown in parentheses.

Table J.10 - Distribution of Standard Deviations on Task Orientation, Scale K, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	0.9	1.0	1.2	0.9
E.C. Cath.	0.9	0.9	-	-
F.C. School A	1.2	1.9	0.8	1.2
F.C. School B	1.2	1.2	-	1.3

Table J.11 - Distribution of Mean Scores on Consideration of Others, Scale L, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(228)* 6.7	(134) 7.0	(38) 7.3	(27) 7.5
E.C. Cath.	(55) 6.2	(37) 6.9	-	-
F.C. School A	(128) 5.9	(32) 6.1	(39) 6.6	(28) 6.8
F.C. School B	(116) 6.3	(141) 6.8	-	(69) 6.6

* The number of students is shown in parentheses.

Table J.12- Distribution of Standard Deviations on Consideration of Others, Scale L, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.1	1.2	1.1	1.3
E.C. Cath.	1.1	1.2	-	-
F.C. School A	1.3	1.2	1.3	1.4
F.C. School B	1.2	1.1	-	1.3

Table J.13 - Distribution of Mean Scores on Consideration of Others, Scale M, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(228)* 8.1	(134) 8.1	(37) 8.4	(29) 8.1
E.C. Cath.	(53) 8.0	(36) 8.1	-	-
F.C. School A	(124) 8.2	(32) 8.5	(41) 8.6	(26) 8.7
F.C. School B	(116) 8.5	(142) 8.9	-	(68) 8.6

* The number of students is shown in parentheses.

Table J.14 - Distribution of Standard Deviations on Consideration of Others, Scale M, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.1	1.2	1.3	1.2
E.C. Cath.	1.4	1.3	-	-
F.C. School A	1.4	1.2	1.2	1.1
F.C. School B	1.3	1.0	-	1.2

Table J.15 - Distribution of Mean Scores on Participation in Decision-Making, Scale N, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	(229)* 6.6	(134) 7.4	(38) 7.6	(28) 7.8
E.C. Cath.	(55) 6.0	(36) 7.2	-	-
F.C. School A	(130) 5.7	(32) 6.5	(41) 6.2	(28) 6.6
F.C. School B	(116) 5.6	(144) 7.1	-	(67) 6.8

* The number of students is shown in parentheses.

Table J.16 - Distribution of Standard Deviations on Participation in Decision-Making, Scale N, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.4	1.5	1.6	1.7
E.C. Cath.	1.4	1.3	-	-
F.C. School A	1.6	1.4	1.7	1.5
F.C. School B	1.6	1.6	-	1.7

Table J.17 - Distribution of Mean Scores on Supervisory Control, Scale O, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C.1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	* (210) 5.2	(125) 6.0	(35) 6.4	(26) 6.5
E.C. Cath.	(50) 4.8	(36) 5.3	-	-
F.C. School A	(126) 4.3	(32) 5.0	(41) 5.0	(27) 6.5
F.C. School B	(99) 4.3	(125) 5.2	-	(59) 5.5

* The number of students is shown in parentheses.

Table J.18 - Distribution of Standard Deviations on Supervisory Control, Scale O, for English Canadian Non-Catholic (E.C. Non-Cath.) and Catholic (E.C. Cath.) Students, French Canadian Students of School A (F.C. School A) and School B (F.C. School B) at the First (B.C. 1) and Final (B.C. F.) Years of Undergraduate, and the First (GR. 1) and Final (GR. F.) Years of Graduate Levels of Academic Training.

Schools	B.C. 1	B.C. F.	GR. 1	GR. F.
E.C. Non-Cath.	1.5	1.6	1.4	1.5
E.C. Cath.	1.4	1.5	-	-
F.C. School A	1.4	1.8	1.8	1.4
F.C. School B	1.4	1.6	-	1.9

Appendix K

French and English Canadian Intercorrelation Matrices
of Statements Developed for Each of the Following
Dimensions: Family, Individual, Society, Personal Gain,
Status Needs, Interpersonal Premises, Task Orientation,
Consideration of Others, Participation in Decision-Making,
Supervisory Control, Biculturalism and Job Satisfaction.

Table K.1 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Family, Based on the Total of French Canadian
Managers in Large Organizations.

	11	16	18	20	26	31	32	34	37	39	41	43	45	48	50	52	55	58
11	<u>1.0</u>	40	-07	50	36	03	07	04	02	17	10	22	00	31	30	22	21	30
16	40	<u>1.0</u>	-01	47	36	00	03	16	17	15	26	43	18	29	24	26	16	43
18	-07	-01	<u>1.0</u>	-01	02	-01	-06	07	05	10	06	06	13	00	-04	08	-10	09
20	50	47	-01	<u>1.0</u>	44	10	14	08	10	17	17	34	10	40	31	32	26	41
26	36	36	02	44	<u>1.0</u>	06	03	16	11	22	17	37	16	43	27	38	18	43
31	03	00	-01	10	06	<u>1.0</u>	39	-04	-04	10	02	04	-04	17	17	14	17	02
32	07	03	-06	14	03	39	<u>1.0</u>	-06	01	08	06	00	-05	13	27	14	18	04
34	04	16	07	08	16	-04	-06	<u>1.0</u>	14	08	16	21	64	12	03	10	01	16
37	02	17	05	10	11	-04	01	14	<u>1.0</u>	-02	28	21	11	05	07	10	-02	14
39	17	15	10	17	22	10	08	08	-02	<u>1.0</u>	11	17	08	29	20	23	16	20
41	10	26	06	17	17	02	06	16	28	11	<u>1.0</u>	25	19	18	14	18	08	22
43	22	43	06	34	37	04	00	21	21	17	25	<u>1.0</u>	25	38	23	43	14	42
45	00	18	13	10	16	-04	-05	64	11	08	19	25	<u>1.0</u>	11	04	14	00	18
48	31	29	00	40	43	17	13	12	05	29	18	38	11	<u>1.0</u>	36	50	41	40
50	30	24	-04	31	27	17	27	03	07	20	14	23	04	36	<u>1.0</u>	35	29	24
52	22	26	08	32	38	14	14	10	10	23	18	43	14	50	35	<u>1.0</u>	31	43
55	21	16	-10	26	18	17	18	01	-02	16	08	14	00	41	29	31	<u>1.0</u>	28
58	30	43	09	41	43	02	04	16	14	20	22	42	18	04	24	43	28	<u>1.0</u>

Table K.2 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Family, Based on the Total Sample of English Canadian
Managers in Large Organizations.

	11	16	18	20	26	31	32	34	37	39	41	43	45	48	50	52	55	58
11	1.0	30	-07	50	28	-06	02	03	-03	21	13	19	03	28	29	20	22	24
16	30	1.0	-01	36	33	-06	-03	09	11	21	21	36	10	30	15	27	17	37
18	-07	-01	1.0	-07	-01	05	-01	01	08	07	05	02	02	00	-08	-05	-04	02
20	50	36	-07	1.0	37	-07	-01	09	06	26	18	31	08	31	26	24	23	28
26	28	33	-01	37	1.0	-04	-06	16	10	31	24	35	15	39	18	30	21	38
31	-06	-06	05	-07	-04	1.0	22	-04	03	05	04	01	-02	05	14	04	07	-01
32	02	-03	-01	-01	-06	22	1.0	-08	11	-05	01	-04	-06	02	15	-03	08	-07
34	03	09	01	09	16	-04	-08	1.0	09	09	14	17	60	08	01	09	00	10
37	-03	11	08	06	10	03	11	09	1.0	08	22	16	05	06	04	05	04	09
39	21	21	07	26	31	05	-05	09	08	1.0	23	29	12	40	19	35	23	31
41	13	21	05	18	24	04	01	14	22	23	1.0	32	14	20	18	23	18	18
43	19	36	02	31	35	01	-04	17	16	29	32	1.0	18	40	14	46	18	42
45	03	10	02	08	15	-02	-06	60	05	12	14	18	1.0	12	00	13	02	14
48	28	30	00	31	39	05	02	08	06	40	20	40	12	1.0	24	48	35	39
50	29	15	-08	26	18	14	15	01	04	19	18	14	00	24	1.0	23	25	16
52	20	27	-05	24	30	04	-03	09	05	35	23	46	13	48	23	1.0	31	40
55	22	17	-04	23	21	07	08	00	04	23	18	18	02	35	25	31	1.0	25
58	24	37	02	28	38	-01	-07	10	09	31	18	42	14	39	16	40	25	1.0

Table K.3 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Individual, Based on the Total Sample of French
Canadian Managers in Large Organizations.

	17	21	23	27	30	35	38	40	44	46	51	57
17	<u>1.0</u>	17	03	10	11	08	08	06	13	08	27	05
21	17	<u>1.0</u>	-04	02	03	-02	03	-01	16	01	12	02
23	03	-04	<u>1.0</u>	20	37	40	29	23	02	45	07	22
27	10	02	20	<u>1.0</u>	23	23	18	13	08	22	07	28
30	11	03	37	23	<u>1.0</u>	55	43	33	03	53	15	25
35	08	-02	40	23	55	<u>1.0</u>	46	30	01	51	13	27
38	08	03	29	18	43	46	<u>1.0</u>	37	06	48	13	21
40	06	-01	23	13	33	30	37	<u>1.0</u>	-05	34	12	16
44	13	16	02	08	03	01	06	-05	<u>1.0</u>	07	19	08
46	08	01	45	22	53	51	48	34	07	<u>1.0</u>	15	31
51	27	12	07	07	15	13	13	12	19	15	<u>1.0</u>	10
57	05	02	22	28	25	27	21	16	08	31	10	<u>1.0</u>

Table K.4 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Individual, Based on the Total Sample of English
Canadian Managers in Large Organizations.

	17	21	23	27	30	35	38	40	44	46	51	57
17	<u>1.0</u>	24	10	21	12	10	18	12	14	13	23	10
21	24	<u>1.0</u>	05	06	04	08	11	04	23	06	14	07
23	10	05	<u>1.0</u>	19	39	37	32	25	06	41	06	16
27	21	06	19	<u>1.0</u>	29	26	23	21	13	28	17	22
30	12	04	39	29	<u>1.0</u>	51	41	35	09	51	08	28
35	10	08	37	26	51	<u>1.0</u>	46	31	11	51	06	23
38	18	11	32	23	41	46	<u>1.0</u>	41	11	49	11	22
40	12	04	25	21	35	31	41	<u>1.0</u>	03	38	06	14
44	14	23	06	13	09	11	11	03	<u>1.0</u>	12	12	15
46	13	06	41	28	51	51	49	38	12	<u>1.0</u>	09	31
51	23	14	06	17	08	06	11	06	12	09	<u>1.0</u>	15
57	10	07	16	22	28	23	22	14	15	31	15	<u>1.0</u>

Table K.5 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Society, Based on the Total Sample of French Canadian
Managers in Large Organizations.

	12	13	19	25	29	36	47	53	54	56
12	<u>1.0</u>									
13	-.08	<u>1.0</u>								
19	20	13	<u>1.0</u>							
25	06	27	<u>1.0</u>							
29	30	18	16	<u>1.0</u>						
36	16	13	29	13	<u>1.0</u>					
47	24	06	08	15	26	<u>1.0</u>				
53	22	07	25	05	38	<u>1.0</u>				
54	19	04	23	38	<u>1.0</u>					
56	-.03	13	11	21	01	17	04	-.02	-.11	<u>1.0</u>

Table K.6 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Society, Based on the Total Sample of English Canadian
Managers in Large Organizations.

	12	13	19	25	29	36	47	53	54	56
12	<u>1.0</u>									
13	00	<u>1.0</u>								
19	20	16	<u>1.0</u>							
25	08	16	25	<u>1.0</u>						
29	22	03	17	09	<u>1.0</u>					
36	10	12	13	19	11	<u>1.0</u>				
47	30	03	16	08	29	16	<u>1.0</u>			
53	31	03	16	09	23	11	28	<u>1.0</u>		
54	26	-02	14	11	26	13	38	31	<u>1.0</u>	
56	03	20	07	14	04	11	04	04	07	<u>1.0</u>

Table K.7 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Personal Gain, Based on the Total Sample of French
Canadian Managers in Large Organizations.

	14	22	28	42	49	59
14	<u>1.0</u>	11	13	06	08	15
22	11	<u>1.0</u>	38	32	25	32
28	13	38	<u>1.0</u>	44	26	47
42	06	32	44	<u>1.0</u>	25	39
49	08	25	26	25	<u>1.0</u>	34
59	15	32	47	39	34	<u>1.0</u>

Table K.8 - Intercorrelations Among Statements Purported to Measure the Goal
Conflict Dimension: Personal Gain, Based on the Total Sample of English
Canadian Managers in Large Organizations.

	14	22	28	42	49	59
14	<u>1.0</u>	09	08	06	09	13
22	09	<u>1.0</u>	42	33	13	30
28	08	42	<u>1.0</u>	46	22	39
42	06	33	46	<u>1.0</u>	24	37
49	09	13	22	24	<u>1.0</u>	27
59	13	30	39	37	27	<u>1.0</u>

Table K.9 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Status Needs, Based on the Total Sample of French Canadian Managers in Large Organizations.

	12	15	20	26	30	38	40	43	48	71
12	<u>1.0</u>	19	29	32	21	19	26	39	05	20
15	19	<u>1.0</u>	07	39	12	12	26	12	-06	03
20	29	07	<u>1.0</u>	27	22	23	24	37	09	10
26	32	39	27	<u>1.0</u>	26	21	30	27	02	13
30	21	12	22	26	<u>1.0</u>	23	20	22	00	06
38	19	12	23	21	23	<u>1.0</u>	28	25	00	07
40	26	26	24	30	20	28	<u>1.0</u>	22	04	12
43	39	12	37	27	22	25	22	<u>1.0</u>	13	22
48	05	-06	09	02	00	00	04	13	<u>1.0</u>	06
71	20	03	10	13	06	07	12	22	06	<u>1.0</u>

Table K.10 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Status Needs, Based on the Total Sample of English Canadian Managers in Large Organizations.

	12	15	20	26	30	38	40	43	48	71
12	<u>1.0</u>	17	22	25	20	14	18	36	03	15
15	17	<u>1.0</u>	12	43	15	18	19	14	-02	07
20	22	12	<u>1.0</u>	23	18	16	22	32	11	07
26	25	43	23	<u>1.0</u>	24	21	27	32	01	13
30	20	15	18	24	<u>1.0</u>	18	18	27	08	10
38	14	18	16	21	18	<u>1.0</u>	19	17	-04	10
40	18	19	22	27	18	19	<u>1.0</u>	23	04	12
43	36	14	32	32	27	17	23	<u>1.0</u>	10	20
48	03	-02	11	01	08	-04	04	10	<u>1.0</u>	04
71	15	07	07	13	10	10	12	20	04	<u>1.0</u>

Table K.11 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Interpersonal Premises, Based on the Total Sample of French Canadian Managers in Large Organizations.

	11	19	24	29	34	37	39	47	51	55	56	17
11	1.0	06	02	16	19	09	24	05	23	11	16	-03
19	06	<u>1.0</u>	12	11	15	19	13	10	08	15	14	-04
24	02	12	<u>1.0</u>	17	25	31	22	14	12	22	20	-10
29	16	11	17	<u>1.0</u>	25	21	29	04	15	16	23	00
34	19	15	25	25	<u>1.0</u>	22	29	11	24	26	26	-07
37	09	19	31	21	22	<u>1.0</u>	20	01	08	23	23	-15
39	24	13	22	29	29	20	<u>1.0</u>	11	20	25	46	-08
47	05	10	14	04	11	01	11	<u>1.0</u>	11	07	07	-01
51	23	08	12	15	24	08	20	11	<u>1.0</u>	21	18	-05
55	11	15	22	16	26	23	25	07	21	<u>1.0</u>	32	-10
56	16	14	20	23	26	23	46	07	18	32	<u>1.0</u>	-13
17	-03	-04	-10	00	-07	-15	-08	-01	-05	-10	-13	<u>1.0</u>

Table K.12 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Interpersonal Premises, Based on the Total Sample of English Canadian Managers in Large Organizations.

	11	19	24	29	34	37	39	47	51	55	56	17
11	<u>1.0</u>	06	11	18	17	11	20	03	24	11	17	-02
19	06	<u>1.0</u>	09	05	10	10	09	09	09	10	10	-04
24	11	09	<u>1.0</u>	15	20	26	24	07	14	18	22	-09
29	18	05	15	<u>1.0</u>	19	21	20	-01	11	13	19	-06
34	17	10	20	19	<u>1.0</u>	27	27	00	14	24	25	-07
37	11	10	26	21	27	<u>1.0</u>	25	07	12	20	28	-08
39	20	09	24	20	27	25	<u>1.0</u>	07	21	19	49	-08
47	03	09	07	-01	00	07	07	<u>1.0</u>	05	00	06	-03
51	24	09	14	11	14	12	21	05	<u>1.0</u>	21	20	-05
55	11	10	18	13	24	20	19	00	21	<u>1.0</u>	29	-07
56	17	10	22	19	25	28	49	06	20	29	<u>1.0</u>	-05
17	-02	-04	-09	-06	-07	-08	-08	-03	-05	-07	-05	<u>1.0</u>

Table K.13 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Task Orientation, Based on the Total Sample of French Canadian Managers in Large Organizations.

	21	31	41	49	57	58	61	65	67	70	73	76	79	14
21	<u>1.0</u>	08	19	-07	-05	07	20	29	07	06	07	16	28	06
31	08	<u>1.0</u>	06	04	09	16	11	08	15	09	13	07	06	04
41	19	06	<u>1.0</u>	-12	-01	05	14	08	03	-01	10	08	13	08
49	-07	04	-12	<u>1.0</u>	09	10	-08	01	07	14	08	-09	-08	-03
57	-05	09	-01	09	<u>1.0</u>	11	-02	00	09	10	09	01	-03	01
58	07	16	05	10	11	<u>1.0</u>	11	09	18	18	12	07	11	01
61	20	11	14	-08	-02	11	<u>1.0</u>	21	18	16	23	33	31	14
65	29	08	08	01	00	09	21	<u>1.0</u>	20	18	15	23	30	04
67	07	15	03	07	09	18	18	20	<u>1.0</u>	31	32	22	14	06
70	06	09	-01	14	10	18	16	18	31	<u>1.0</u>	23	16	13	05
73	07	13	10	08	09	12	23	15	32	23	<u>1.0</u>	19	15	08
76	16	07	08	-09	01	07	33	23	22	16	19	<u>1.0</u>	32	19
79	28	06	13	-08	-03	11	31	30	14	13	15	32	<u>1.0</u>	18
14	06	04	08	-03	01	01	14	04	06	05	08	19	18	<u>1.0</u>

Table K.14 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Task Orientation, Based on the Total Sample of English Canadian Managers in Large Organizations.

	21	31	41	49	57	58	61	65	67	70	73	76	79	14
21	<u>1.0</u>	01	11	-01	-01	-02	11	14	-05	-02	03	02	24	-02
31	01	<u>1.0</u>	05	02	03	13	10	07	10	04	06	12	04	04
41	11	05	<u>1.0</u>	-05	-02	02	17	06	03	-04	-04	07	13	13
49	-01	02	-05	<u>1.0</u>	14	23	01	15	14	17	24	00	07	00
57	-01	03	-02	14	<u>1.0</u>	15	-02	09	10	11	17	00	01	03
58	-02	13	02	23	15	<u>1.0</u>	13	19	20	19	27	13	13	07
61	11	10	17	01	-02	13	<u>1.0</u>	18	13	02	15	39	25	10
65	14	07	06	15	09	19	18	<u>1.0</u>	25	22	26	21	23	03
67	-05	10	03	14	10	20	13	25	<u>1.0</u>	30	28	19	08	08
70	-02	04	-04	17	11	19	02	22	30	<u>1.0</u>	29	13	00	05
73	03	06	-04	24	17	27	15	26	28	29	<u>1.0</u>	18	10	00
76	02	12	07	00	00	13	39	21	19	13	18	<u>1.0</u>	24	10
79	24	04	13	07	01	13	25	23	08	00	10	24	<u>1.0</u>	14
14	-02	04	13	00	03	07	10	03	08	05	00	10	14	<u>1.0</u>

Table K.15 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Consideration of Others, Based on the Total Sample of French Canadian Managers in Large Organizations.

	13	16	22	27	32	35	45	50	53	54	59	63	69	74	78
13	1.0	18	22	17	-16	02	18	-33	17	19	03	08	09	06	15
16	18	1.0	27	23	01	07	22	-13	22	22	05	15	12	13	11
22	22	27	1.0	19	-02	03	33	-16	16	21	06	12	14	08	12
27	17	23	19	1.0	03	12	21	-15	20	25	22	11	16	08	13
32	-16	01	-02	03	1.0	19	00	22	03	01	09	12	11	14	02
35	02	07	03	12	19	1.0	03	-03	11	11	12	09	11	11	08
45	18	22	33	21	00	03	1.0	-10	21	28	10	09	12	09	12
50	-33	-13	-16	-15	22	-03	-10	1.0	-19	-17	01	-03	-01	-01	-08
53	17	22	16	20	03	11	21	-19	1.0	35	11	14	17	11	09
54	19	22	21	25	01	11	28	-17	35	1.0	09	10	11	09	11
59	03	05	06	22	09	12	10	01	11	09	1.0	29	31	19	04
63	08	15	12	11	12	09	09	-03	14	10	29	1.0	34	30	07
69	09	12	14	16	11	11	12	-01	17	11	31	34	1.0	30	08
74	06	13	08	08	14	11	09	-01	11	09	19	30	30	1.0	10
78	15	11	12	13	02	08	12	-08	09	11	04	07	08	10	1.0

Table K.16 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Consideration of Others, Based on the Total Sample of English Canadian Managers in Large Organizations.

	13	16	22	27	32	35	45	50	53	54	59	63	69	74	78
13	<u>1.0</u>	22	13	13	-19	05	16	-35	25	14	03	07	12	04	10
16	22	<u>1.0</u>	28	16	-11	12	24	-21	29	21	10	14	18	12	14
22	13	28	<u>1.0</u>	21	-04	08	31	-13	19	18	06	06	17	09	12
27	13	16	21	<u>1.0</u>	03	16	23	-09	24	12	34	15	21	16	17
32	-19	-11	-04	03	<u>1.0</u>	09	-06	37	-11	-10	09	07	04	13	-04
35	05	12	08	16	09	<u>1.0</u>	05	-04	15	06	10	10	11	11	05
45	16	24	31	23	-06	05	<u>1.0</u>	-14	20	17	10	10	16	08	10
50	-35	-21	-13	-09	37	-04	-14	<u>1.0</u>	-33	-23	-07	-02	-14	01	-09
53	25	29	19	24	-11	15	20	-33	<u>1.0</u>	25	12	10	25	10	19
54	14	21	18	12	-10	06	17	-23	25	<u>1.0</u>	08	03	10	07	09
59	03	10	06	34	09	10	10	-07	12	08	<u>1.0</u>	17	35	20	15
63	07	14	06	15	07	10	10	-02	10	03	17	<u>1.0</u>	23	17	12
69	12	18	17	21	04	11	16	-14	25	10	35	23	<u>1.0</u>	31	19
74	04	12	09	16	13	11	08	01	10	07	20	17	31	<u>1.0</u>	12
78	10	14	12	17	-04	05	10	-09	19	09	15	12	19	12	<u>1.0</u>

Table K.17 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Participation in Decision-Making, Based on the Total Sample of French Canadian Managers in Large Organizations.

	18	23	42	46	52	56	12	13	15
18	<u>1.0</u>								
23	08	<u>1.0</u>							
42	06	20	<u>1.0</u>						
46	13	27	37	<u>1.0</u>					
52	04	23	32	34	<u>1.0</u>				
56	11	06	-05	02	-08	<u>1.0</u>			
12	11	12	08	12	08	17	<u>1.0</u>		
13	08	09	13	21	16	03	11	<u>1.0</u>	
15	04	08	14	10	09	00	02	08	<u>1.0</u>

Table K.18 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Participation in Decision-Making, Based on the Total Sample of English Canadian Managers in Large Organizations.

	18	23	42	46	52	56	12	13	15
18	<u>1.0</u>	11	10	15	10	10	11	14	07
23	11	<u>1.0</u>	15	20	19	13	12	11	09
42	10	15	<u>1.0</u>	36	32	08	12	17	15
46	15	20	36	<u>1.0</u>	30	14	14	19	11
52	10	19	32	30	<u>1.0</u>	09	11	15	17
56	10	13	08	14	09	<u>1.0</u>	22	15	11
12	11	12	12	14	11	22	<u>1.0</u>	16	11
13	14	11	17	19	15	15	16	<u>1.0</u>	12
15	07	09	15	11	17	11	11	12	<u>1.0</u>

Table K.19 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Supervisory Control, Based on the Total Sample of French Canadian Managers in Large Organizations.

	17	28	36	60	72	77	11	16
17	<u>1.0</u>	-03	-02	14	07	08	12	24
28	-03	<u>1.0</u>	11	-07	05	03	-02	-02
36	-02	11	<u>1.0</u>	00	12	00	09	01
60	14	-07	00	<u>1.0</u>	12	28	21	22
72	07	05	12	12	<u>1.0</u>	05	17	16
77	08	03	00	28	05	<u>1.0</u>	15	14
11	12	-02	09	21	17	15	<u>1.0</u>	29
16	24	-02	01	22	16	14	29	<u>1.0</u>

Table K.20 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Supervisory Control, Based on the Total Sample of English Canadian Managers in Large Organizations.

	17	28	36	60	72	77	11	16
17	<u>1.0</u>	02	03	15	11	11	09	16
28	02	<u>1.0</u>	12	05	10	09	06	08
36	03	12	<u>1.0</u>	09	13	15	09	12
60	15	05	09	<u>1.0</u>	22	34	22	27
72	11	10	13	22	<u>1.0</u>	17	23	24
77	11	09	15	34	17	<u>1.0</u>	25	28
11	09	06	09	22	23	25	<u>1.0</u>	35
16	16	08	12	27	24	28	35	<u>1.0</u>

Table K. 21 - Intercorrelations Among Statements Purported to Measure the Dimension: Degree of Biculturalism, Based on the Total Sample of French Canadian Managers in Large Organizations.

	23	25	27	29	34-35	38-39	42-43	46-47	59	22	24	26	28	32	36
* 23	<u>1.0</u>	36	42	40	43	31	16	24	23	27	16	35	32	54	66
25	36	<u>1.0</u>	26	32	29	33	15	27	10	17	06	23	22	30	30
27	42	26	<u>1.0</u>	44	60	20	08	16	11	38	06	24	30	60	49
29	40	32	44	<u>1.0</u>	37	31	21	23	15	21	12	33	49	41	38
34-35	43	29	60	37	<u>1.0</u>	30	13	23	12	54	07	21	26	54	44
38-39	31	33	20	31	30	<u>1.0</u>	30	76	16	22	12	23	25	25	23
42-43	16	15	08	21	13	30	<u>1.0</u>	18	31	09	04	30	20	15	14
46-47	24	27	16	23	23	76	18	<u>1.0</u>	11	14	11	18	22	22	19
59	23	10	11	15	12	16	31	11	<u>1.0</u>	12	11	28	10	16	18
** 22	27	17	38	21	54	22	09	14	12	<u>1.0</u>	03	15	15	32	28
24	16	06	06	12	07	12	04	11	11	03	<u>1.0</u>	20	14	14	15
26	35	23	24	33	21	23	30	18	28	15	20	<u>1.0</u>	32	33	32
28	32	22	30	49	26	25	20	22	10	15	14	32	<u>1.0</u>	38	33
32	54	30	60	41	54	25	15	22	16	32	14	33	38	<u>1.0</u>	74
36	66	30	49	38	44	23	14	19	18	28	15	32	33	74	<u>1.0</u>

* The first nine statements can be found in questionnaire 6 on pages 22 to 28 inclusive of the Questionnaire Booklet. ** The last nine statements can be found in questionnaire 8 on pages 36-37 of the Questionnaire Booklet.

Table K.22 - Intercorrelations Among Statements Purported to Measure the
Dimension: Degree of Biculturalism, Based on the Total Sample of
English Canadian Managers in Large Organizations.

22	24	26	28	32-33	36-37	40-41	44-45	58	21	23	25	27	31	35
<u>1.0</u>	62	43	37	54	39	25	23	21	46	12	27	31	64	77
62	<u>1.0</u>	41	39	41	38	21	25	20	38	08	21	28	48	56
43	41	<u>1.0</u>	65	41	24	17	17	17	66	10	37	43	38	43
37	39	65	<u>1.0</u>	36	28	17	27	19	50	15	42	58	32	34
54	41	41	36	<u>1.0</u>	50	38	26	28	52	16	38	30	52	48
39	38	24	28	50	<u>1.0</u>	35	47	30	30	14	22	21	36	33
25	21	17	17	38	35	<u>1.0</u>	15	26	17	10	30	18	29	21
23	25	17	27	26	47	15	<u>1.0</u>	15	21	15	17	21	18	16
21	20	17	19	28	30	26	15	<u>1.0</u>	17	11	26	16	25	18
46	38	66	50	52	30	17	21	17	<u>1.0</u>	14	28	36	35	43
12	08	10	15	16	14	10	15	11	14	<u>1.0</u>	21	17	11	10
27	21	37	42	38	22	30	17	26	28	21	<u>1.0</u>	34	28	26
31	28	43	58	30	21	18	21	16	36	17	34	<u>1.0</u>	29	29
64	48	38	32	52	36	29	18	25	35	11	28	29	<u>1.0</u>	72
77	56	43	34	48	33	21	16	18	43	10	26	29	72	<u>1.0</u>

Table K.23 - Intercorrelations Among Statements Purported to Measure the
Dimension: Degree of Job Satisfaction, Based on the Total Sample of
French Canadian Managers in Large Organizations.

	68	70	74	45	47
* 68	<u>1.0</u>	34	31	33	31
70	34	<u>1.0</u>	37	18	37
74	31	37	<u>1.0</u>	32	44
** 45	33	18	32	<u>1.0</u>	30
47	31	37	44	30	<u>1.0</u>

* The first three statements can be found in questionnaire 6 on pages 29 and 30 of the Questionnaire Booklet.

** The last two statements can be found in questionnaire 8 on page 39 of the Questionnaire Booklet.

Table K.24 - Intercorrelations Among Statements Purported to Measure the Dimension: Degree of Job Satisfaction, Based on the Total Sample of English Canadian Managers in Large Organizations.

	68	70	74	45	47
* 68	<u>1.0</u>	35	32	26	30
70	35	<u>1.0</u>	27	18	32
74	32	27	<u>1.0</u>	26	41
** 45	26	10	26	<u>1.0</u>	30
47	30	32	41	30	<u>1.0</u>

* The first three statements can be found in questionnaire 6 on pages 29 and 30 of the Questionnaire Booklet.

** The last two statements can be found in questionnaire 8 on page 39 of the Questionnaire Booklet.

Appendix L

Solution to the Dimension Analysis of the French Canadian
Intercorrelation Matrix for the Task Orientation Dimension.

There exists in the psychological literature many methods of scale analysis. Most of them, however, require many varied and complex calculations, a task which would have been beyond the scope of this research project in terms of both time and budget considerations. The few shorter methods of dimension analysis such as cluster analysis (Tryon, 1939) or linkage analysis (McQuitty, 1957) were not considered to be as appropriate for our purposes as the method we developed because these methods tend to identify as many dimensions as possible for a given set of variables. Our purpose was to develop as few dimensions as possible. Our main interest was in developing one broad dimension (such as task orientation for example) encompassing as many statements as possible developed for that purpose. This was accomplished by analyzing the correlations between all possible pairs of statements in any given dimension, using a very quick and simple method. The following example describes the procedure utilized to achieve this end with the sample of French Canadian managers of large business organizations.

Table 1 presents the intercorrelation matrix of statements developed for inclusion in the task orientation dimension (see pages 421 and 422 of the report). It was arbitrarily decided that any correlation below .15 would not be sufficiently high to indicate a meaningful relationship between the two variables. An examination of the correlations in Table 1 reveals that for two statements, 49 and 57, the highest correlations with other statements in the set is .14 and .11 respectively.

Table L.1 - Intercorrelations Among Statements Purported to Measure the Leadership Dimension: Task Orientation, Based on the Total Sample of French Canadian Managers in Large Organizations.

	21	31	41	49	57	58	61	65	67	70	73	76	79	14
21	<u>1.0</u>	08	19	-07	-05	07	20	29	07	06	07	16	28	06
31	08	<u>1.0</u>	06	04	09	16	11	08	15	09	13	07	06	04
41	19	06	<u>1.0</u>	-12	-01	05	14	08	03	-01	10	08	13	08
49	-07	04	-12	<u>1.0</u>	09	10	-08	01	07	14	08	-09	-08	-03
57	-05	09	-01	09	<u>1.0</u>	11	-02	-00	09	10	09	01	-03	01
58	07	16	05	10	11	<u>1.0</u>	11	09	18	18	12	07	11	01
61	20	11	14	-08	-02	11	<u>1.0</u>	21	18	16	23	33	31	14
65	29	08	08	01	-00	09	21	<u>1.0</u>	20	18	15	23	30	04
67	07	15	03	07	09	18	18	20	<u>1.0</u>	31	32	22	14	06
70	06	09	-01	14	10	18	16	18	31	<u>1.0</u>	23	16	13	05
73	07	13	10	08	09	12	23	15	32	23	<u>1.0</u>	19	15	08
76	16	07	08	-09	01	07	33	23	22	16	19	<u>1.0</u>	32	19
79	28	06	13	-08	-03	11	31	30	14	13	15	32	<u>1.0</u>	18
14	06	04	08	-03	01	01	14	04	06	05	08	19	18	<u>1.0</u>

Both statements then, are dropped from the study. Twelve statements remain.

The next step consists in determining the largest correlation in the table. It is .33, between Statements 61 and 76. These two statements are selected to form the core statements of the scale and the next step consists in selecting the third statement of the scale, obviously the statement which shows the highest intercorrelations with the first two statements, 61 and 76. The correlations of the other statements with these two are shown below.

	79	65	73	67	21	14	70	41	31	58
61	.31	.21	.23	.18	.20	.14	.16	.14	.11	.11
76	<u>.32</u>	<u>.23</u>	<u>.19</u>	<u>.22</u>	<u>.16</u>	<u>.19</u>	<u>.16</u>	<u>.08</u>	<u>.07</u>	<u>.07</u>
Total	63	44	42	40	36	33	32	22	18	18

Since Statement 79 has the highest total of intercorrelations with the two core statements, it is retained for inclusion in the scale dimension. It can also be seen that four statements (14, 41, 31 and 58) have at least one correlation below .15. These statements are therefore eliminated from further consideration.

The fourth step consists in selecting in the same manner the statement, among the remaining ones, which correlates best with the new set of three statements (61, 76 and 79). The correlations of the remaining statements with this set are shown below.

	65	21	73	67	70
61	.21	.20	.23	.18	.16
76	.23	.16	.19	.22	.16
79	<u>.30</u>	<u>.28</u>	<u>.15</u>	<u>.14</u>	<u>.13</u>
Total	74	64	57	54	45

The statement with the highest sum of intercorrelations (statement 65) is retained and Statements 67 and 70 are dropped since each have at least one correlation below .15.

The correlation of the two remaining statements with the new set of four statements is shown below.

	21	73
61	.20	.23
76	.16	.19
79	.28	.15
65	<u>.29</u>	<u>.15</u>
Total	93	72

Statement 21 obviously shows a stronger relationship, on the average, with the chosen set of four statements than does Statement 73. It is therefore retained to form a part of the scale. Since the correlation between Statements 73 and 21 is only .07, the former is not included in the dimension and the most general scale that can be developed is therefore composed of five statements, 61, 76, 79, 65 and 21. That is, this

set of five constitutes the maximum number of statements that can be grouped together to form a scale where no item intercorrelation is below .15.

The seven statements that were dropped¹ are now analyzed in order order to determine whether or not it is possible to develop a secondary or minor scale, that is, one encompassing less statements. Following the same steps outlined above, the highest correlation of these statements is .32 between Statements 67 and 73. These two statements then are chosen as the core pair for the second scale. The correlations of the other five statements with this pair are shown below.

	70	58	31	14	41
67	.31	.18	.15	.06	.03
73	<u>.23</u>	<u>.12</u>	<u>.13</u>	<u>.08</u>	<u>.10</u>
Total	54	30	28	14	13

Statement 70 is selected as the third statement to be included in this scale. Since the remaining statements have at least one correlation below .15, they are all eliminated from further consideration for this scale.

1

Actually nine statements were dropped, but two of these (49 and 57) were completely eliminated because they had no correlation as high as .15

The intercorrelations between these four latter statements reveal that only one correlation is above .15. The correlation between Statement 58 and 31 is, in fact, .16. These two statements constitute, then, a third scale.

For French Canadian managers then, it is possible to develop three scales with the statements of the task orientation dimension. The first scale is composed of Statements 61, 76, 79, 65 and 21. The second comprises three statements, 67, 73 and 70 and the third is made up of two statements, 58 and 31.

Applying this method of analysis to the intercorrelations of these same statements with the sample of English Canadian managers of large firms, one finds that two scales can be developed. The first is composed of Statements 70, 67, 73, 58 and 59 and the second, of Statements 61, 76, and 79.

As described on pages 135 to 140 of this report, in order to compare meaningfully French and English Canadian managers on a scale, it is necessary to develop a scale composed of statements that are related to each other in approximately the same manner in both cultures. For the task orientation dimension, it can be seen that Statements 65 and 21 are scaleable for the French Canadian group but not for the English Canadian group. On the other hand, Statements 58 and 59 are scaleable for the English Canadian group and not for the French Canadian group. Similarly, while the correlation between Statements 58 and 31 is .16 for the French

Canadian group, it is only .13 for the English Canadian group. These latter six statements are therefore eliminated and we are left with two "common" scales: Scale J, composed of Statements 61, 76 and 79, and Scale K, composed of Statements 70, 67 and 73.

The reason why we wished to develop for each dimension a major scale encompassing as many statements as possible for a given culture is now clear. Had we used a method such as linkage analysis, we would have in many instances identified three, four or perhaps five scales composed of two or three statements. After eliminating those statements that did not scale in the same manner in the other culture we might have been left with two or three scales composed of only two statements each. Although the content of these scales might have been more specific, from a measurement standpoint, they would have been much more unreliable than a scale composed of four or even three statements.

Appendix M

Sample Letters Used as Part of the General

Administration Procedures in the Large

Organizations Study

Dear Sir:

Biculturalism and bilingualism and their relationship to Canadian unity are important subjects to all Canadians. While a great deal has been said, and a great many views presented on this subject, there has been very little systematic study of the problem, particularly as it occurs in business and industry. Yet surely the workplace is at the same time a primary meeting place for Canada's two founding nationalities. If accurate, systematic data can be presented regarding relations between French Canadians and English Canadians in the industrial milieu, then a long initial step will have been taken toward solutions to the problem in all other aspects of Canadian life. Likewise, it would be a major forward step if industrial leaders could be provided access to major research findings particularly with respect to the values, attitudes, and sources of satisfaction and dissatisfaction of French Canadian industrial management personnel. This data could be a source of inestimable aid in shaping personnel policies in an organization with a bilingual-bicultural work force, or one which does business in Quebec.

The Industrial Psychology Center of the University of Montreal, and the Graduate School of Business of McGill University jointly approached the Royal Commission on Bilingualism and Biculturalism with an offer to set up a research "task force" in order to conduct such a study. More specifically, our aim is to study the major differences as well as similarities in work values, attitudes and practices between French Canadian and English Canadian management people in industry. The Royal Commission readily agreed to this proposal, and the study is about to commence.

The purpose of this letter is to ask for your cooperation in this study. Specifically, we would like access to approximately six hundred management personnel in your organization, including first-line supervision up to and including vice-presidents. The study will involve at most two and one-half hours of the time of an individual manager or supervisor, and will consist simply of having management personnel answer a comprehensive set of questionnaires covering their attitudes toward, and opinions of, many aspects of industrial life. We have found that middle and top management can complete the questionnaire in one and one-half to two hours' time. The questions are organized into three broad subject areas: Organization Goals, Leadership and Supervision, and Motivation. An analysis of answers to these questions will provide answers to such questions as: What central and important work values does the French Canadian bring to the workplace, and how do they differ from those of his English Canadian colleague? What is the French Canadian view of the management function, and what do French Canadians accept and identify with the goals of industrial organizations and again, how do they differ from English Canadians in this respect?

Many companies will be included in this study. Naturally, the major scheme of analysis will be to contrast and compare the attitudes of English Canadian and French Canadian managers. Naturally too, all individual answers to these questionnaires will be kept in strictest confidence - the primary interest of the researchers is in aggregate data. Likewise, the names of particular organizations will be known only to the research task force. Even the Royal Commission on Bilingualism and Biculturalism will not know what Companies are involved.

We realize that two hours' time causes inconvenience, yet I am sure you realize that a project designed to study ways of improving relations between Canada's two founding cultures is a demanding and complex one. Your cooperation would contribute greatly to the success of this important study for Canada.

The undersigned would like to take the liberty of meeting you to get your reaction to this proposal and to discuss briefly the arrangements which can be made, providing you give us the "go-ahead".

We sincerely hope that you are able to cooperate with us in this study.

Sincerely yours,

Industrial Psychology Center
University of Montreal

Company Letter to Participants

Dear Sir:

The University of Montreal and Mc Gill University are jointly conducting a research project on industrial leadership under the auspices of the Federal Government's Royal Commission on Bilingualism and Biculturalism.

Company X is familiar with this study and is endeavouring to cooperate in all respects with the Universities on this project. We have supplied the Universities with a random sampling list of Company X positions and names from locations across Canada. If you receive this letter, it means that your name appeared on the list. You are being asked to cooperate by giving approximately two hours of your time to answering a questionnaire which, we feel, will provide interesting data for the Royal Commission.

Though participation in this inquiry is completely optional, we hope that you will make every effort to assist them in their work.

We wish to emphasize that this is not a Company X project, therefore your completed questionnaire should be returned to the University. We have been assured that the questionnaire results will be treated in strictest confidence. The name of our company will not appear in the report.

Once again, Company X's full participation is essential to the success of this research project. We sincerely hope that you will cooperate since we feel that this is a worthwhile study for Canadians in general and Canadian business in particular.

Yours very truly,

Company X

Research Team Letter to Participants

Dear Sir:

We have been granted permission to come into your company to conduct an important survey of the attitudes and viewpoints of managers and supervisors toward certain aspects of business and industry in Canada. The purpose of the survey is to study and analyze differences and similarities between the viewpoints of French-speaking and English-speaking Canadians with regard to business policies and practices. The study is one among many other research projects supported by the Federal Government's Royal Commission on Bilingualism and Biculturalism, in the hope that they will lead to a better understanding of Canada's two major cultural groups.

Because we were not able to cover all management personnel in the Company, we have made a random selection of names, and have selected yours to include in the survey.

We are asking for your cooperation in this study. The questionnaires should take about two hours to answer. The questionnaire booklet is divided into two parts. Part I goes to page 32 and Part II goes to the end. We would like you to answer both parts, for both are important to the survey. However, if you find that because of the time involved you are not able to answer both parts, we would appreciate your answers to Part I at least. To answer less than this would seriously limit the usefulness of the questionnaires.

If you agree to answer Part II, please note that you should exclude pages 40 to 50 inclusive. The questions on these pages are designed specifically for student groups who will be given the survey. On page 40, you will find a sticker which indicates the pages that you are asked to skip.

We would be grateful if you could find the time to return your completed questionnaire to us in one week's time.

We also request that you do not discuss your answers to specific questions with other members of the company, nor to answer the questions in groups. We wish to have your honest and candid answers.

We would like to thank you in advance for your kind cooperation on this study. We sincerely believe that the results will be of benefit to all Canadians.

Yours sincerely,

Industrial Psychology Center
University of Montreal

UNIVERSITY OF MONTREAL
ROYAL COMMISSION ON
BILINGUALISM AND BICULTURALISM

R E M I N D E R

Dear Sir:

This is just a note to remind you that we would appreciate your forwarding the Royal Commission on Biculturalism and Bilingualism Leadership questionnaire at your earliest convenience, if you have not already done so.

To preserve the confidential nature of the study, we have kept no record of names, so we do not know whether or not you have already returned it. If you have returned it, please ignore this note. In the event that you have not received a questionnaire, would you kindly notify us, so that we may send you one immediately, as your name is on our random sample list of respondents in your company. You can write to us at the following address:

3205, de Serigny
Montreal 26.

Again, thanks for your cooperation in this study.

Sincerely yours,

Please write to:

Industrial Psychology Center
University of Montreal
3205, de Serigny
Montreal 26

Appendix N

Sample Letters Used as Part of the General
Administration Procedures in the Study
of Small Business Firms



ROYAL COMMISSION ON BILINGUALISM AND BICULTURALISM
COMMISSION ROYALE D'ENQUÊTE SUR LE BILINGUISME ET LE BICULTURALISME

Letter to the Company

February 14, 1966

Dear Sir:

We would like your cooperation in an important survey conducted by the Royal Commission on Bilingualism and Biculturalism, directed toward the opinions and viewpoints of managers of business enterprises in the province of Quebec. The purpose of the survey is to study and analyze differences and similarities between the viewpoints of French-speaking and English-speaking Canadians with regard to a broad range of leadership policies and practices. The study is one among many research projects supported and directed by the Commission, and the hope is that the results of this study, along with the others undertaken, will lead to a better understanding of Canada's two major cultural groups.

Because we are not able to cover all management personnel in the many small and medium-sized organizations included in the survey, our plan is to sample the opinions of two managers in each organization. We have enclosed two questionnaire booklets for this purpose.

We would like to have you distribute these questionnaires to the managers who hold the following two positions in your organization: 1. the General Manager, and 2. the Production or Manufacturing or Plant Manager. If one of these two positions does not exist in your company, we would appreciate it if you would have 3. the Sales or Marketing Manager complete the questionnaire.

If two of these positions do not exist, or if you yourself hold one of these functions, we would like you to answer one of the questionnaires, and have the person in the

remaining position complete one. If none of these types of positions exist in your organization, we would like you to answer one yourself and have anyone of your choosing who holds a senior management position complete the other questionnaire. Should one person happen to hold two of the above-named positions simultaneously, we would still like to have two people in your organization fill in the questionnaire.

Complete instructions, as well as an introductory comment, are included in each questionnaire booklet. The booklet is divided into two parts. Part I goes to page 32, and Part II goes to the end. We would like to have answers to both parts, but if time will not permit, and the individual is not able to finish, we would appreciate the answers to Part I at least. Answering less than this would seriously limit the usefulness of the questionnaire. Answering the complete booklet should take about two hours. All answers to the questionnaire will be kept in strictest confidence, and the booklets will be seen only by research personnel in Montreal.

We would be most grateful if you would assist us in this project, and we would deeply appreciate anything you are able to do to assure the early return of the questionnaires -- within two weeks, to my research colleagues in Montreal.

Since we have no way of knowing which management personnel might be French-speaking in those companies which are owned by English-speaking people, we have forwarded only English-language versions of the questionnaire. It would have been prohibitively costly for us to have included spare French-language versions for each company contacted.

If for any reason, you or the specified members of your company cannot answer the questionnaires, we would appreciate it if you would return them to Montreal in the enclosed envelope, since they can be used for another organization. Thank you in advance for your attention to this matter. We sincerely believe that the results will benefit all Canadians.

Yours sincerely,

Michael Oliver
Director of Research

Research Team Letter to Participants

Dear Sir:

We have been granted permission to come into your company to conduct an important survey of the attitudes and viewpoints of managers and supervisors toward certain aspects of business and industry in Canada. The purpose of the survey is to study and analyze differences and similarities between the viewpoints of French-speaking and English-speaking Canadians with regard to business policies and practices. The study is one among many other research projects supported by the Federal Government's Royal Commission on Bilingualism and Biculturalism, in the hope that they will lead to a better understanding of Canada's two major cultural groups.

We are asking for your cooperation in this study. The questionnaires should take about two hours to answer. The questionnaire booklet is divided into two parts. Part I goes to page 32 and Part II goes to the end. We would like you to answer both parts, for both are important to the survey. However, if you find that because of the time involved you are not able to answer both parts, we would appreciate your answers to Part I at least. To answer less than this would seriously limit the usefulness of the questionnaires.

If you agree to answer Part II, please note that you should exclude pages 40 to 50 inclusive. The questions on these pages are designed specifically for student groups who will be given the survey. On page 40, you will find a sticker which indicates the pages that you are asked to skip.

We would be grateful if you could find the time to return your completed questionnaire to us in one week's time.

We also request that you do not discuss your answers to specific questions with other members of the company, nor to answer the questions in groups. We wish to have your honest and candid answers.

We would like to thank you in advance for your kind cooperation on this study. We sincerely believe that the results will be of benefit to all Canadians.

Yours sincerely,

Industrial Psychology Center
University of Montreal



ROYAL COMMISSION ON BILINGUALISM AND BICULTURALISM
COMMISSION ROYALE D'ENQUÊTE SUR LE BILINGUISME ET LE BICULTURALISME

P.O. BOX 1508, OTTAWA
C. P.

R E M I N D E R

Dear Sir:

This is just a note to remind you that we would appreciate your forwarding the Royal Commission on Biculturalism and Bilingualism Leadership questionnaires at your earliest convenience, if you or other members of your staff have not already done so.

To preserve the confidential nature of the study, we have kept no record of names, so we do not know whether or not the questionnaires have already been returned. If they have been returned, please ignore this note. In the event that you have not received the questionnaires, would you kindly notify us, so that we may send you some immediately, as the name of your company is on our random sample list of companies. You can write to us at the following address:

3185, De Serigny
Montreal 26.

Again, thanks for your cooperation in this study.

Sincerely yours,

Please write to:

Industrial Psychology Center
Institute of Psychology
University of Montreal
3185, De Serigny
Montreal 26

Michael Oliver
Director of Research

Appendix O

Sample Letters Used as Part of the General

Administration Procedures in the

Business School Study

Dear Sir:

The purpose of this letter is to ask for your cooperation in a Canada-wide study of the attitudes of English Canadian and French Canadian students of business and commerce toward the goals, policies and practices of Canadian industry. Stated another way, the focus of the study is upon the attitudes and values which business students of both cultures bring to the business world, and in particular, upon major differences between French Canadian and English Canadian business students with respect to these attitudes.

Systematic data on these attitudes would help provide answers to such questions as: What central and important work values does the French Canadian student of business bring to the workplace, and how do they differ from those of his English Canadian colleagues? To what extent do French Canadian business students accept and identify with the goals of industrial organizations and how do they differ from their English Canadian colleagues in this respect? What are the attitudinal differences between them with respect to management practices which might account for the fact that French Canadians find it more difficult to adjust to Canadian business organizations than do English Canadians?

In an attempt to find answers to such questions, the Industrial Psychology Center of the University of Montreal, and the Graduate School of Business at McGill University jointly have sought, and been granted, the aid and support of the Federal Government's Royal Commission on Bilingualism and Biculturalism for a Canada-wide study of the attitudes of English Canadian and French Canadian students of business and commerce toward current business goals, policies and practices. The study will be an intrinsic part of, and supplement to, a similar study conducted in industry and directed toward French Canadian and English Canadian supervisory and management personnel.

Specifically, we would like access to all, or as many as possible, of your first year and fourth year commerce undergraduates, and your M.B.A. students. The study will involve approximately two or two and one half hours of the time of these students, and will consist simply of having these students answer (in groups) a comprehensive set of questionnaires covering their attitudes toward three broad areas of business: Organization Goals, Leadership and Supervision, and Motivation. Business students in nine other schools of business or commerce, across Canada, will be included in the study. Naturally, the major scheme of analysis will be to compare and contrast the attitudes of English Canadian and French Canadian students, that is, those in Universities where the language and method of instruction is French, and those in their English Canadian counterpart. Naturally too, the answers to these questionnaires will be kept in strictest confidence. Our interest is in aggregate data, not individual answers. No individual

will be identified to anyone in the course of analysis, and no individual school of commerce and business will be identified to anyone outside of our own research group. As indicated, the over-all results of the study will be made available to the Royal Commission on Bilingualism and Biculturalism.

We realize that two or two and one half hours' time causes inconvenience, yet I am sure you realize that a project designed to study ways of improving relations between Canada's two founding cultures is a demanding and complex one. Your cooperation would contribute greatly to the success of this important study for Canada.

One of the undersigned would like to take the liberty of phoning you to get your reaction to this proposal and to discuss briefly the arrangements which can be made, providing you give us the "go-ahead".

We sincerely hope that you are able to cooperate with us in this study.

Sincerely yours,

Industrial Psychology Center
University of Montreal

Survey of Schools of Commerce and Business

To be read to students:

The Federal Government's Royal Commission on Bilingualism and Biculturalism is engaged in a number of important research projects in their study of relations between Canada's two major nationalities. One of these projects involves the study of the attitudes and viewpoints of Canadian Business or Commerce students from both French-Canadian and English-Canadian universities toward business and management. The study is being conducted for the Royal Commission by a joint research team from McGill's Graduate School of Business and the Industrial Psychology Center of the University of Montreal.

The study is of special significance because differences in outlook between the two groups will have an effect on relations between them, and on Canada's economic welfare, particularly as members of both groups assume positions of leadership in the business world. Of particular interest are the major differences in attitude toward business policies and practices of both groups in contrast to groups of management and supervisory personnel already established in industry.

Your participation is urgently needed in this project. It will involve answering, completely anonymously, a set of questionnaires bound into a booklet, and requiring about two to two-and-a-half hours of your time. We realize that your time is valuable and that you have few hours to spare in your studies, but the magnitude and importance of this project makes a maximum "turnout" imperative. Your answers to the questions will in most cases consist of marks opposite the appropriate one of several alternative answers, and your answers to the questionnaires will be held in strictest confidence. Our concern is for group results and individual responses will not be revealed to anyone. Your cooperation will be greatly appreciated.

REMINDER TO THE INSTRUCTOR

Instructions for answering each questionnaire in the booklet are quite detailed and should require no briefing. They are not to be read aloud to the group.

Students are to proceed immediately when they receive their questionnaire. The students should answer the questions independently and entirely at their own pace. Under no conditions should a student wait for the other students to finish a given questionnaire before he begins another questionnaire.

The role of the instructor will be to answer possible questions that might arise during the session.

At the beginning of the session, the instructor should warn the students that although the questionnaire booklet appears to be pretty thick, instructions are included inside the booklet for them to skip a section that is reserved for use in industry only.

When a student completes the questionnaire, he must return the booklet to the instructor before leaving the room.

Appendix X

Distributions of Percentages for Statements not Included

in a Scale but Which Discriminate Between the Two

Ethnic Groups

Note

For all of these tables, the reader is reminded that one asterisk indicates that the difference in agreement between the two groups is statistically significant beyond the .03 level of confidence. Two asterisks signify that the difference is statistically significant beyond the .13 level of confidence.

Table X.1

Pourcentage (%) de personnes en accord avec l'énoncé:

X.2

"Un subordonné qui fait des farces sur son supérieur
manque de respect pour l'autorité".

QUEST. 04 Item 15		N 1	N 2	N 3	
C 1	CF	(104) 83.7 %*	(35) 74.3 % *		FC
C 1	CA	(81) 76.5 %	(85) 62.4 %		EC
C 3	CF	(128) 80.6 %*	(81) 69.1 % *		FC
C 3	CA	(86) 66.3 %	(73) 39.6 %		EC
C 10	CF	(74) 77.0 %	(21) 90.4 % *		FC
C 10	CA	(125) 73.6 %	(90) 54.4 %		EC
C 4	CF	(152) 63.8 %*	(112) 69.7 % *	(6) 66.7 %*	FC
C 4	CA	(151) 55.6 %	(171) 55.0 %	(61) 34.3 %	EC
C 5	CF	(149) 80.6 %*	(44) 65.9 %		FC
C 5	CA	(254) 71.6 %	(94) 61.7 %		EC
C 2	CF	(306) 77.2 %*	(247) 73.7 % *	(17) 88.2 %*	FC
C 9	CA	(80) 58.9 %	(112) 55.4 %	(28) 57.2 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 50.0 %*	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 39.8 %	EC
		L 1	L 2	L 3	

Percentage () of people who agree with the item:

"A subordinate who makes jokes about his superior lacks
respect for authority".

Table X.2

Pourcentage (%) de personnes en accord avec l'énoncé:

X.3

"Un bon supérieur est satisfait lorsque tous ses subordonnés atteignent les standards minimums de production".

QUEST. 04 Item : 49		N 1		N 2		N 3		
C 1	CF	(104)	48.0 % *	(35)	28.6 % *			FC
C 1	CA	(80)	20.1 %	(85)	10.7 %			EC
C 3	CF	(128)	58.6 % *	(81)	32.0 % *			FC
C 3	CA	(86)	11.7 %	(73)	9.5 %			EC
C 10	CF	(74)	47.4 % *	(21)	42.8 % *			FC
C 10	CA	(125)	18.4 %	(91)	6.6 %			EC
C 4	CF	(152)	36.3 % *	(112)	24.3 % *	(6)	16.7 %	FC
C 4	CA	(151)	6.6 %	(172)	6.4 %	(61)	1.6 %	EC
C 5	CF	(148)	49.3 % *	(44)	43.1 % *			FC
C 5	CA	(255)	16.8 %	(94)	8.5 %			EC
C 2	CF	(307)	51.1 % *	(247)	43.0 % *	(17)	17.7 % *	FC
C 9	CA	(81)	21.0 %	(111)	7.2 %	(28)	14.3 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(19)	26.4 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	6.9 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"A good superior is satisfied when all his subordinates meet minimum standards of production".

Table X.3

Pourcentage (%) de personnes en accord avec l'énoncé:

X.4

"Il voit à ce que ses subordonnés travaillent
à la limite de leurs capacités".

QUEST. 04 Item : 65		N 1		N 2		N 3		
C 1	CF	(97)	58.7 % *	(35)	54.3 % *			FC
C 1	CA	(81)	92.5 %	(85)	91.8 %			EC
C 3	CF	(128)	46.1 % *	(81)	53.1 % *			FC
C 3	CA	(86)	80.3 %	(73)	79.5 %			EC
C 10	CF	(73)	61.6 % *	(21)	52.4 % *			FC
C 10	CA	(126)	84.1 %	(91)	91.3 %			EC
C 4	CF	(152)	70.4 % *	(112)	84.8 %	(6)	83.3 %	FC
C 4	CA	(151)	94.1 %	(171)	92.4 %	(61)	95.1 %	EC
C 5	CF	(149)	67.8 % *	(44)	68.1 % *			FC
C 5	CA	(255)	87.8 %	(94)	85.1 %			EC
C 2	CF	(308)	49.6 % *	(245)	58.4 % *	(17)	64.7 % **	FC
C 9	CA	(81)	80.2 %	(111)	89.1 %	(28)	78.5 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	70.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	89.3 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He sees to it that his subordinates are working
up to their limits".

Table X.4

Pourcentage (%) de personnes en accord avec l'énoncé:

X.5

"Un bon supérieur fait tout en son possible pour
rendre ses subordonnés heureux".

QUEST. 04 Item : 32		N 1		N 2		N 3		
C 1	CF	(104)	94.3 % *	(35)	91.4 % *			FC
C 1	CA	(81)	81.5 %	(85)	72.9 %			EC
C 3	CF	(128)	99.1 % *	(81)	98.7 % *			FC
C 3	CA	(84)	94.1 %	(73)	84.9 %			EC
C 10	CF	(74)	97.3 % *	(21)	90.5 % *			FC
C 10	CA	(126)	90.5 %	(91)	78.1 %			EC
C 4	CF	(153)	95.5 % *	(112)	93.7 % *	(6)	100.0 % *	FC
C 4	CA	(150)	88.0 %	(172)	79.7 %	(61)	59.0 %	EC
C 5	CF	(149)	96.0 % *	(44)	100.0 % *			FC
C 5	CA	(255)	91.4 %	(94)	79.8 %			EC
C 2	CF	(308)	98.0 % *	(247)	99.2 % *	(17)	100.0 % *	FC
C 9	CA	(81)	88.9 %	(111)	75.6 %	(28)	67.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	90.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	71.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"A good superior does everything possible to make his
subordinates happy".

Table X.4a

Pourcentage (%) de personnes totalement en accord avec l'énoncé: X.6

"Un bon supérieur fait tout en son possible
pour rendre ses subordonnés heureux".

QUEST. 04 Item : 32		N 1		N 2		N 3	
C 1	CF	(104)	51.0 %	(35)	51.4 %		FC
C 1	CA	(81)	28.4 %	(85)	23.5 %		EC
C 3	CF	(128)	77.3 %	(81)	66.7 %		FC
C 3	CA	(84)	48.8 %	(73)	26.0 %		EC
C 10	CF	(74)	68.9 %	(21)	52.4 %		FC
C 10	CA	(126)	38.9 %	(91)	26.4 %		EC
C 4	CF	(153)	64.1 %	(112)	47.3 %	(6)	50.0 % FC
C 4	CA	(150)	35.3 %	(172)	25.6 %	(61)	9.8 % EC
C 5	CF	(149)	70.5 %	(44)	47.7 %		FC
C 5	CA	(255)	50.6 %	(94)	30.9 %		EC
C 2	CF	(300)	78.6 %	(247)	67.6 %	(17)	76.5 % FC
C 9	CA	(81)	38.3 %	(111)	14.4 %	(28)	17.9 % EC
C 1, 3, 10, 5	CF		- - -		- - -	(30)	41.0 % FC
C 1, 3, 10, 5	CA		- - -		- - -	(103)	12.4 % EC
		L 1		L 2		E	

Percentage (%) of people who completely agree with the item:

"A good superior does everything possible to make
his subordinates happy".

Table X.5

Pourcentage (%) de personnes en accord avec l'énoncé:

X.7

"La plupart des subordonnés font un meilleur travail
quand leurs supérieurs les surveillent constamment".

QUEST. 04 Item : 17		N 1	N 2	N 3	
C 1	CF	(104) 28.8%	(35) 22.9 % *		FC
C 1	CA	(81) 20.9%	(84) 7.2 %		EC
C 3	CF	(128) 28.9 % *	(80) 17.6 % **		FC
C 3	CA	(86) 9.3%	(73) 12.3 %		EC
C 10	CF	(74) 25.7% *	(21) 23.8 %		FC
C 10	CA	(124) 13.6%	(91) 9.9 %		EC
C 4	CF	(153) 28.1 % *	(112) 20.5 % *	(6) 33.4 %*	FC
C 4	CA	(151) 17.2%	(172) 7.0 %	(61) 6.5 %	EC
C 5	CF	(149) 28.9 % *	(44) 38.7 % *		FC
C 5	CA	(255) 16.9%	(94) 15.9 %		EC
C 2	CF	(305) 30.2 % *	(247) 22.2 % *	(17) 17.7 %*	FC
C 9	CA	(81) 9.9%	(112) 12.6 %	(28) 7.2 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 25.0 %*	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 3.9 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"Most subordinates do better work when constantly
watched by their superior".

Table X.6

Pourcentage (%) de personnes en accord avec l'énoncé:

X.8

"Il tolère que certains de ses subordonnés n'atteignent pas le niveau de rendement minimum requis".

QUEST. 04 Item : 57		N 1		N 2		N 3		
C 1	CF	(47)	8.6%	(27)	3.7 %			FC
C 1	CA	(58)	8.6%	(77)	5.2 %			EC
C 3	CF	(127)	10.2%	(81)	1.2 %			FC
C 3	CA	(86)	11.7%	(73)	5.5 %			EC
C 10	CF	(73)	12.3%	(21)	4.8 %			FC
C 10	CA	(126)	9.6%	(91)	5.5 %			EC
C 4	CF	(153)	5.2%	(112)	2.7 %	(6)	0.0 %	FC
C 4	CA	(151)	10.6%	(172)	1.8 %	(61)	1.6 %	EC
C 5	CF	(149)	12.1%	(44)	2.3 %			FC
C 5	CA	(255)	18.8%	(93)	10.8 %			EC
C 2	CF	(308)	7.8%	(246)	6.4 %	(17)	11.8 %	FC
C 9	CA	(81)	6.1%	(111)	16.2 %	(28)	7.2 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(19)	5.3 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	4.8 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He tolerates certain of his subordinates not reaching the required minimum level of performance".

Table X.6a

Pourcentage (%) de personnes totalement en désaccord avec l'énoncé:

X.9

"Il tolère que certains de ses subordonnés n'atteignent pas le niveau de rendement minimum requis."

QUEST. 04 Item : 57		N 1	N 2	N 3	
C 1	CF	(47) 40.4% **	(27) 44.4 % *		FC
C 1	CA	(58) 17.2%	(77) 24.7 %		EC
C 3	CF	(127) 28.3% **	(81) 18.5 % *		FC
C 3	CA	(86) 16.3%	(73) 12.3 %		EC
C 10	CF	(73) 24.7% **	(21) 19.0 %		FC
C 10	CA	(126) 15.9%	(91) 17.6 %		EC
C 4	CF	(153) 35.9% *	(112) 27.7 % *	(6) 83.3 % *	FC
C 4	CA	(151) 13.2%	(172) 12.2 %	(61) 18.0 %	EC
C 5	CF	(149) 26.8% *	(44) 22.7 % *		FC
C 5	CA	(255) 15.3%	(93) 18.3 %		EC
C 2	CF	(308) 28.2 % *	(246) 35.4 % *	(17) 29.4 %	FC
C 9	CA	(81) 8.6 %	(111) 8.1 %	(28) 3.6 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(19) 5.3 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 18.4 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who completely disagree with the item:

"He tolerates certain of his subordinates not reaching the required minimum level of performance".

Appendix Y

Distributions of Percentages for all Scale Statements
which Discriminate Between the Two Ethnic Groups.

Note

For all of these tables, the reader is reminded that one asterisk indicates that the difference in agreement between the two groups is statistically significant beyond the .03 level of confidence. Two asterisks signify that the difference is statistically significant beyond the .13 level of confidence.

Table Y.1

Y.2

Pourcentage (%) de personnes en accord avec l'énoncé:

"Un homme d'affaires ne peut pas avoir une vie de famille normale".

QUEST. 03 Item : 58		N 1		N 2		N 3		
C 1	CF	(108)	25.0 %*	(34)	11.7 %**			FC
C 1	CA	(80)	6.4 %	(86)	11.6 %			EC
C 3	CF	(128)	29.7 %*	(81)	16.1 %*			FC
C 3	CA	(86)	16.3 %	(73)	6.9 %			EC
C 10	CF	(74)	25.7 %*	(21)	19.1 %**			FC
C 10	CA	(126)	10.4 %	(91)	6.6 %			EC
C 4	CF	(153)	24.8 %*	(112)	21.5 %*	(6)	33.3 %*	FC
C 4	CA	(150)	21.9 %	(171)	9.3 %	(61)	4.8 %	EC
C 5	CF	(149)	24.9 %*	(44)	22.7 %*			FC
C 5	CA	(255)	14.4 %	(94)	8.5 %			EC
C 2	CF	(306)	26.8 %*	(245)	19.5 %*	(17)	29.4 %*	FC
C 9	CA	(80)	10.2 %	(112)	10.8 %	(28)	14.3 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	20.0 %*	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	8.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"A businessman cannot have a normal family life".

Table Y.2

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.3

"La plupart des hommes d'affaires n'ont pas une
vie de famille normale".

QUEST. 03 Item : 16		N 1		N 2		N 3		
C 1	CF	(46)	60.8 %**	(26)	42.3 %*			FC
C 1	CA	(58)	43.0 %	(77)	29.9 %			EC
C 3	CF	(128)	58.6 %*	(80)	57.6 %*			FC
C 3	CA	(86)	40.7 %	(73)	28.7 %			EC
C 10	CF	(74)	63.6 %*	(21)	47.6 %*			FC
C 10	CA	(125)	32.0 %	(91)	29.7 %			EC
C 4	CF	(153)	62.1 %*	(112)	50.1 %*	(6)	33.4 %	FC
C 4	CA	(150)	43.4 %	(172)	28.5 %	(61)	11.5 %	EC
C 5	CF	(149)	57.1 %*	(44)	52.3 %**			FC
C 5	CA	(255)	39.2 %	(94)	36.2 %			EC
C 2	CF	(307)	67.8 %*	(246)	54.5 %*	(17)	58.9 %*	FC
C 9	CA	(81)	42.0 %	(111)	47.7 %	(28)	42.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(19)	47.5 %*	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	33.0 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Most businessmen don't have a normal family life".

Table Y.3

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.4

"Le succès d'un homme en affaires contribue au développement d'un esprit de famille à la maison".

QUEST. 03 Item: 55		N 1		N 2		N 3		
C 1	CF	(107)	81.3 %	(34)	85.3 % **			FC
C 1	CA	(80)	86.4 %	(86)	87.2 %			EC
C 3	CF	(127)	75.5 % *	(81)	54.2 % *			FC
C 3	CA	(86)	83.7 %	(73)	83.6 %			EC
C 10	CF	(74)	71.6 % *	(21)	61.8 % *			FC
C 10	CA	(126)	84.9 %	(90)	89.0 %			EC
C 4	CF	(153)	62.8 % *	(112)	65.2 % *	(6)	66.6 % *	FC
C 4	CA	(150)	75.3 %	(172)	86.1 %	(61)	86.8 %	EC
C 5	CF	(149)	77.1 %	(44)	66.0 % **			FC
C 5	CA	(254)	80.4 %	(94)	81.9 %			EC
C 2	CF	(308)	65.0 % *	(246)	58.6 % *	(17)	53.0 % *	FC
C 9	CA	(81)	85.2 %	(112)	80.4 %	(28)	85.7 %	EC
C 1, 3, 10, 5	CF		- - -		- - -	(20)	65.0 % *	FC
C 1, 3, 10, 5	CA		- - -		- - -	(103)	86.4 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The success of a businessman contributes to the development of a good family spirit in the home".

Table Y.4

Y.5

Pourcentage (%) de personnes en accord avec l'énoncé:

"Une fois qu'un homme a atteint un niveau de vie qui lui permet de vivre à l'aise, il devrait consacrer la plus grande partie de ses énergies à sa famille, plutôt que de toujours ambitionner développer son entreprise".

QUEST. 03 Item : 41		N 1		N 2		N 3		
C 1	CF	(108)	55.5 % **	(33)	30.4 %			FC
C 1	CA	(81)	44.4 %	(86)	24.5 %			EC
C 3	CF	(128)	41.4 %	(80)	52.6 % *			FC
C 3	CA	(85)	34.1 %	(72)	34.8 %			EC
C 10	CF	(74)	54.1 % *	(21)	42.8 % **			FC
C 10	CA	(125)	36.8 %	(91)	31.9 %			EC
C 4	CF	(153)	62.1 % *	(111)	52.2 % *	(6)	33.4 % *	FC
C 4	CA	(150)	50.0 %	(171)	32.7 %	(61)	16.3 %	EC
C 5	CF	(148)	66.3 % *	(43)	55.9 % *			FC
C 5	CA	(254)	52.3 %	(93)	39.8 %			EC
C 2	CF	(307)	65.5 % *	(247)	56.2 % **	(17)	64.6 % *	FC
C 9	CA	(80)	48.9 %	(112)	47.3 %	(28)	42.9 %	EC
C 1, 3, 10, 5	CF		-		-	(20)	25.0 %	FC
C 1, 3, 10, 5	CA		-		-	(103)	24.3 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Once an individual has reached a standard of living which allows him to live comfortably, he should devote most of his energies to his family, instead of always aspiring to develop his business".

Table Y.5

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.6

"Les hommes d'affaires ont plus de chances d'avoir
des enfants-problèmes que la majorité des gens".

QUEST. 03 Item : 43		N 1		N 2		N 3		
C 1	CF	(108)	46.3 % *	(34)	35.2 % *			FC
C 1	CA	(81)	24.7 %	(86)	17.5 %			EC
C 3	CF	(128)	42.9 % *	(81)	33.3 % **			FC
C 3	CA	(85)	24.8 %	(73)	20.5 %			EC
C 10	CF	(73)	46.5 % *	(21)	19.1 % **			FC
C 10	CA	(126)	25.4 %	(91)	15.4 %			EC
C 4	CF	(153)	43.2 %	(112)	32.2 % *	(6)	16.7%	FC
C 4	CA	(150)	40.6 %	(171)	10.0 %	(61)	11.5%	EC
C 5	CF	(149)	45.0 % *	(44)	43.1 % *			FC
C 5	CA	(255)	31.4 %	(94)	22.3 %			EC
C 2	CF	(308)	52.3 % *	(246)	41.5 % *	(17)	52.9% *	FC
C 9	CA	(81)	24.6 %	(112)	17.0 %	(27)	29.6%	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	35.0% *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	6.8%	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Businessmen are more likely than most other people
to have problem-children".

Table Y.6

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.7

"Un homme peut consacrer toutes ses énergies à
obtenir des promotions dans une compagnie sans
que sa famille en souffre".

QUEST 03 Item: 50		N 1		N 2		N 3		
C 1	CF	(108)	66.7 %*	(33)	63.6 %**			FC
C 1	CA	(81)	37.1 %	(86)	48.9 %			EC
C 3	CF	(127)	78.0 %*	(81)	61.7 %			FC
C 3	CA	(85)	47.1 %	(73)	34.2 %			EC
C 10	CF	(74)	67.6 %*	(21)	52.4 %**			FC
C 10	CA	(126)	45.2 %	(91)	35.2 %			EC
C 4	CF	(153)	48.4 %*	(112)	46.4 %**	(6)	66.7 %*	FC
C 4	CA	(150)	27.3 %	(172)	36.6 %	(61)	39.4 %	EC
C 5	CF	(147)	59.8 %*	(44)	50.0 %*			FC
C 5	CA	(254)	44.5 %	(94)	38.3 %			EC
C 2	CF	(308)	62.0 %*	(246)	58.1 %*	(17)	47.1 %	FC
C 9	CA	(81)	40.7 %	(111)	25.2 %	(28)	32.1 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	50.0 %*	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	30.1 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"An individual can devote all of his energies to get
promotions in a company without his family life
suffering by it".

Table Y.7

Y.8

Pourcentage (%) de personnes en accord avec l'énoncé:

"A compétence égale, un homme marié devrait gagner un meilleur salaire qu'un célibataire pour un même genre de travail".

QUEST. 03 Item : 34		N 1		N 2		N 3		
C 1	CF	(106)	25.5 % **	(34)	11.7 %			FC
C 1	CA	(80)	17.6 %	(86)	17.4 %			EC
C 3	CF	(128)	35.2 % *	(80)	27.6 %			FC
C 3	CA	(86)	15.2 %	(73)	23.4 %			EC
C 10	CF	(74)	47.3 % *	(21)	38.1 % **			FC
C 10	CA	(126)	25.3 %	(90)	18.8 %			EC
C 4	CF	(153)	35.2 % *	(112)	17.9 % *	(6)	16.7%	FC
C 4	CA	(150)	13.9 %	(172)	11.0 %	(61)	1.6%	EC
C 5	CF	(149)	45.0 % *	(44)	29.5 % **			FC
C 5	CA	(254)	13.0 %	(94)	17.0 %			EC
C 2	CF	(308)	38.6 % *	(247)	30.7 % *	(17)	11.8%	FC
C 9	CA	(81)	9.9 %	(112)	19.7 %	(28)	14.3%	EC
C 1, 3, 10, 5	CF		-		-	(20)	15.0%	FC
C 1, 3, 10, 5	CA		-		-	(103)	11.6%	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Given two employees who are equally competent, a married man should earn a higher salary than a bachelor, for the same kind of work".

Pourcentage (%) de personnes en accord avec l'énoncé:

"A compétence égale, l'individu qui a le plus de dépendants devrait recevoir un meilleur salaire".

QUEST. 03 Item : 45		N 1		N 2		N 3		
C 1	CF	(108)	34.2 % *	(33)	9.1 %			FC
C 1	CA	(81)	11.1 %	(86)	14.0 %			EC
C 3	CF	(127)	34.6 % *	(81)	30.9 % *			FC
C 3	CA	(86)	8.3 %	(73)	22.0 %			EC
C 10	CF	(74)	44.7 % *	(21)	28.6 % **			FC
C 10	CA	(124)	12.8 %	(91)	17.6 %			EC
C 4	CF	(152)	34.9 % *	(112)	9.8 % **	(6)	33.4 % *	FC
C 4	CA	(150)	16.0 %	(172)	8.1 %	(61)	1.6 %	EC
C 5	CF	(148)	41.9 % *	(44)	13.6 %			FC
C 5	CA	(254)	11.8 %	(93)	16.1 %			EC
C 2	CF	(306)	42.2 % *	(247)	27.5 % *	(17)	23.6 %	FC
C 9	CA	(81)	9.9 %	(112)	12.6 %	(28)	10.7 %	EC
C 1, 3, 10, 5	CF	-	-	-	-	(20)	30.0 % *	FC
C 1, 3, 10, 5	CA	-	-	-	-	(103)	8.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Given two employees who are equally competent, the individual who has more dependents should get a better salary".

Pourcentage (%) de personnes en accord avec l'énoncé:

"C'est le devoir d'une épouse d'organiser la vie de famille de telle sorte que son mari puisse se consacrer à son travail autant qu'il le désire".

QUEST. 03 Item : 31		N 1		N 2		N 3		
C 1	CF	(108)	71.3 % *	(34)	67.7 % **			FC
C 1	CA	(78)	46.1 %	(86)	58.1 %			EC
C 3	CF	(128)	64.1 % *	(80)	68.9 % *			FC
C 3	CA	(86)	39.6 %	(73)	46.6 %			EC
C 10	CF	(74)	81.1 % *	(21)	76.2 % *			FC
C 10	CA	(125)	56.0 %	(91)	68.2 %			EC
C 4	CF	(150)	58.1 % *	(112)	61.6 % **	(6)	83.3 % **	FC
C 4	CA	(146)	48.5 %	(171)	60.3 %	(61)	67.2 %	EC
C 5	CF	(148)	66.9 % *	(44)	77.3 % *			FC
C 5	CA	(253)	51.4 %	(93)	64.5 %			EC
C 2	CF	(307)	65.1 % *	(246)	62.2 %	(17)	76.5 % *	FC
C 9	CA	(79)	53.2 %	(112)	54.5 %	(28)	50.0 %	EC
C 1, 3, 10, 5	CF		-		-	(20)	75.0 %	FC
C 1, 3, 10, 5	CA		-		-	(103)	54.4 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"It is a wife's duty to organize family life so that her husband can devote himself to his work as much as he desires".

Pourcentage (%) de personnes en accord avec l'énoncé:

"Travailler sans compter son temps en vue d'obtenir le plus de promotions possible dans une compagnie, est une des bonnes façons de remplir son rôle de père de famille".

QUEST. 03 Item : 32		N 1		N 2		N 3		
C 1	CF	(108)	38.9 % *	(34)	23.5 % *			FC
C 1	CA	(80)	17.6 %	(86)	10.5 %			EC
C 3	CF	(128)	40.6 % *	(80)	32.6 % *			FC
C 3	CA	(86)	11.6 %	(73)	10.8 %			EC
C 10	CF	(74)	47.4 % *	(21)	28.6 % *			FC
C 10	CA	(126)	12.0 %	(91)	11.0 %			EC
C 4	CF	(153)	22.9 % *	(112)	25.1 % *	(6)	33.3 % *	FC
C 4	CA	(150)	7.3 %	(172)	6.9 %	(60)	10.0 %	EC
C 5	CF	(149)	35.5 % *	(44)	36.4 % *			FC
C 5	CA	(255)	9.4 %	(94)	6.5 %			EC
C 2	CF	(308)	33.4 % *	(246)	29.3 % *	(17)	41.2 % *	FC
C 9	CA	(81)	9.9 %	(112)	9.0 %	(28)	14.3 %	EC
C 1, 3, 10, 5	CF	-	-	-	-	(19)	42.2 % *	FC
C 1, 3, 10, 5	CA	-	-	-	-	(103)	17.5 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"To work with no regard for one's time, in order to get as many promotions as possible in a company, is one of the good ways to fulfill one's role as father of the family".

Table Y.11

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.12

"En général, dans l'industrie, on fait travailler
les gens comme des machines".

QUEST. 03 Item : 30		N 1		N 2		N 3		
C 1	CF	(107)	48.6 % *	(34)	26.5 %			FC
C 1	CA	(80)	31.4 %	(85)	30.6 %			EC
C 3	CF	(128)	36.0 % *	(80)	21.4 % *			FC
C 3	CA	(86)	26.7 %	(73)	12.3 %			EC
C 10	CF	(74)	52.8 % *	(21)	19.1 %			FC
C 10	CA	(126)	26.9 %	(91)	22.0 %			EC
C 4	CF	(153)	62.0 % *	(112)	42.0 % *	(6)	16.7 % **	FC
C 4	CA	(150)	50.1 %	(172)	23.2 %	(61)	8.1 %	EC
C 5	CF	(149)	57.6 % *	(44)	31.9 %			FC
C 5	CA	(255)	38.0 %	(94)	30.9 %			EC
C 2	CF	(308)	56.9 % *	(247)	48.2 % *	(17)	47.0 % *	FC
C 9	CA	(81)	39.5 %	(111)	23.4 %	(28)	25.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	35.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(102)	8.9 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Generally, in industry, people are worked like
machines".

Table Y.12

Y.13

Pourcentage (%) de personnes en accord avec l'énoncé:

"En général l'industrie attache plus d'importance
à la machine qu'à l'être humain".

QUEST. 03 Item : 35		N 1		N 2		N 3		
C 1	CF	(108)	43.5% **	(34)	23.5 % **			FC
C 1	CA	(79)	35.4 %	(86)	19.8 %			EC
C 3	CF	(128)	36.7% *	(80)	25.1 % *			FC
C 3	CA	(86)	31.4 %	(73)	15.0 %			EC
C 10	CF	(74)	55.4% *	(21)	28.6 % **			FC
C 10	CA	(126)	34.1 %	(91)	23.1 %			EC
C 4	CF	(153)	55.6% *	(112)	31.3 % *	(6)	0.0% *	FC
C 4	CA	(150)	41.3 %	(172)	18.0 %	(61)	8.1 %	EC
C 5	CF	(149)	57.7% *	(44)	36.4 % **			FC
C 5	CA	(254)	35.8 %	(93)	29.1 %			EC
C 2	CF	(308)	57.8% *	(247)	44.2 % *	(17)	52.9% *	FC
C 9	CA	(81)	33.3 %	(112)	20.6 %	(28)	25.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	25.0% *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	7.8 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"In general, industry attaches more importance to
the machine than it does to the human being".

Table Y.13

Y.14

Pourcentage (%) de personnes en accord avec l'énoncé:

"L'industrie est inhumaine parce que la production
est la seule chose importante pour elle".

QUEST. 03 item : 46		N 1		N 2		N 3	
C 1	CF	(108)	38.0 % *	(34)	14.7 % **		FC
C 1	CA	(81)	27.1 %	(86)	12.9 %		EC
C 3	CF	(128)	42.2 % *	(81)	22.2 % *		FC
C 3	CA	(86)	21.0 %	(73)	9.6 %		EC
C 10	CF	(73)	38.4 % *	(21)	19.0 % *		FC
C 10	CA	(126)	15.9 %	(91)	13.2 %		EC
C 4	CF	(152)	54.0 % *	(112)	35.7 % *	(6)	0.0 % FC
C 4	CA	(149)	36.9 %	(172)	13.3 %	(61)	1.6 % EC
C 5	CF	(149)	46.4 % *	(44)	31.7 % **		FC
C 5	CA	(252)	27.4 %	(94)	23.4 %		EC
C 2	CF	(307)	51.6 % *	(246)	39.8 % *	(17)	35.3 % *
C 9	CA	(81)	28.5 %	(112)	19.7 %	(28)	14.2 %
C 1, 3, 10, 5	CF		-		-	(20)	20.0 % *
C 1, 3, 10, 5	CA		-		-	(103)	3.9 %
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"Industry is inhuman because the only important
thing to industry is production".

Table Y.14

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.15

"Dans les grandes compagnies, la seule chose qui compte, c'est la production".

QUEST. 03 Item : 23		N 1		N 2		N 3		
C 1	CF	(108)	66.6 % *	(34)	29.3 %			FC
C 1	CA	(81)	37.0 %	(85)	35.4 %			EC
C 3	CF	(124)	70.9 % *	(80)	32.7 % *			FC
C 3	CA	(85)	34.1 %	(73)	15.1 %			EC
C 10	CF	(73)	54.8 % *	(21)	23.9 % **			FC
C 10	CA	(126)	37.4 %	(90)	21.0 %			EC
C 4	CF	(153)	70.6 % *	(109)	53.1 % *	(6)	16.7 % **	FC
C 4	CA	(148)	41.3 %	(171)	28.7 %	(60)	10.0 %	EC
C 5	CF	(147)	66.1 % *	(43)	55.9 % **			FC
C 5	CA	(250)	45.6 %	(94)	49.0 %			EC
C 2	CF	(305)	65.6 % *	(247)	56.3 % *	(17)	70.6 % *	FC
C 9	CA	(80)	45.1 %	(111)	32.4 %	(28)	32.1 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	35.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(100)	20.0 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"In large companies, the only thing that counts is production".

Table Y.15

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.16

"En général la haute direction des grandes compagnies
a peu de respect pour l'individualité d'une personne".

QUEST. 03 Item : 38		N 1		N 2		N 3		
C 1	CF	(108)	51.0 % *	(33)	24.2 %			FC
C 1	CA	(81)	41.9 %	(86)	23.3 %			EC
C 3	CF	(127)	41.7 % **	(81)	28.4 % *			FC
C 3	CA	(86)	37.2 %	(73)	15.1 %			EC
C 10	CF	(74)	47.3 % **	(21)	38.1 % *			FC
C 10	CA	(126)	37.3 %	(91)	23.1 %			EC
C 4	CF	(153)	59.5 % *	(112)	44.6 % *	(6)	0.0 % *	FC
C 4	CA	(150)	51.3 %	(172)	34.4 %	(61)	14.7 %	EC
C 5	CF	(149)	55.8 % *	(44)	59.1 % *			FC
C 5	CA	(255)	39.6 %	(94)	36.3 %			EC
C 2	CF	(306)	60.1 % *	(247)	55.5 % *	(17)	52.9 % *	FC
C 9	CA	(81)	33.2 %	(112)	34.8 %	(28)	32.2 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	25.0 % **	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	11.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"In general, the top management of large companies
have little respect for the individuality of a
person".

Table Y.16

Y.17

Pourcentage (%) de personnes en accord avec l'énoncé:

"Une compagnie qui insiste pour augmenter son rendement et ses profits en vue d'étendre ses opérations, est inhumaine".

QUEST. 03 Item : 57		N 1	N 2	N 3	
C 1	CF	(107) 14.0 % *	(34) 2.9 %		FC
C 1	CA	(80) 00.0 %	(86) 3.6 %		EC
C 3	CF	(127) 16.6 %	(81) 8.6 % **		FC
C 3	CA	(85) 14.1 %	(72) 4.2 %		EC
C 10	CF	(74) 11.0 % **	(21) 14.3 % **		FC
C 10	CA	(126) 6.4 %	(91) 3.3 %		EC
C 4	CF	(153) 12.4 %	(112) 9.0 % *	(6) 0.0%	FC
C 4	CA	(150) 10.0 %	(172) 1.2 %	(61) 1.6%	EC
C 5	CF	(149) 20.8 % *	(44) 6.8 %		FC
C 5	CA	(255) 15.3 %	(93) 9.7 %		EC
C 2	CF	(308) 16.8 % **	(246) 7.2 % *	(16) 12.6% *	FC
C 9	CA	(81) 11.1 %	(111) 9.9 %	(27) 3.7%	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 15.0% **	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 2.9%	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"A company that insists on increasing its output and profits, in order to expand its operations, is inhuman".

Pourcentage (%) de personnes en accord avec l'énoncé:

"Il est difficile de comprendre pourquoi des gens qui sont vraiment capables et qui se respectent, acceptent de travailler toute leur vie dans un milieu industriel".

QUEST. 03 Item : 27		N ₁		N ₂		N ₃		
C ₁	CF	(108)	20.5 %	(33)	6.0 %			FC
C ₁	CA	(80)	21.4 %	(85)	7.1 %			EC
C ₃	CF	(125)	15.2 % [*]	(80)	7.6 % [*]			FC
C ₃	CA	(85)	22.4 %	(72)	12.6 %			EC
C ₁₀	CF	(74)	17.7 % [*]	(21)	9.5 %			FC
C ₁₀	CA	(124)	22.5 %	(91)	6.6 %			EC
C ₄	CF	(151)	19.9 %	(112)	9.9 % ^{**}	(6)	0.0%	FC
C ₄	CA	(150)	22.1 %	(172)	13.3 %	(61)	4.9%	EC
C ₅	CF	(149)	28.3 % ^{**}	(44)	11.4 % ^{**}			FC
C ₅	CA	(253)	21.3 %	(94)	21.2 %			EC
C ₂	CF	(307)	18.2 %	(246)	11.3 %	(17)	17.7%	FC
C ₉	CA	(79)	22.8 %	(111)	12.6 %	(28)	10.7%	EC
C _{1, 3, 10, 5}	CF		-		-	(20)	10.0%	FC
C _{1, 3, 10, 5}	CA		-		-	(103)	3.8%	EC
		L ₁		L ₂		L ₃		

Percentage (%) of people who agree with the item:

"It is difficult to understand why truly capable and self-respecting individuals accept working all their life in an industrial environment".

Table Y.18

Y.19

Pourcentage (%) de personnes en accord avec l'énoncé:

"Plus une société s'industrialise, moins elle
a de chance d'évoluer sur le plan culturel".

QUEST. 03 Item 47		N 1		N 2		N 3		
C 1	CF	(107)	33.6 %	(33)	18.2 % *			FC
C-1	CA	(81)	27.1 %	(86)	5.9 %			EC
C 3	CF	(128)	27.3 % *	(81)	17.2 %			FC
C 3	CA	(86)	22.2 %	(73)	15.1 %			EC
C 10	CF	(74)	29.7 % *	(21)	33.4 % *			FC
C 10	CA	(126)	17.5 %	(91)	12.1 %			EC
C 4	CF	(151)	35.0 %	(112)	25.9 % *	(6)	16.7 %	FC
C 4	CA	(150)	35.4 %	(172)	11.1 %	(61)	4.9 %	EC
C 5	CF	(149)	32.3 % *	(44)	31.8 %			FC
C 5	CA	(254)	23.5 %	(94)	24.4 %			EC
C 2	CF	(307)	36.9 % *	(246)	25.7 % *	(17)	35.3 % *	FC
C 9	CA	(81)	28.4 %	(112)	18.8 %	(28)	17.8 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(19)	10.6 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	13.6 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The more a society becomes industrialized, the
less chance it has of progressing on a cultural level".

Table Y.19

Y.20

Pourcentage (%) de personnes en accord avec l'énoncé:

"Celui qui cherche à satisfaire ses intérêts personnels en affaires, ne contribue pas au développement de la société".

QUEST. 03 Item 54		N 1		N 2		N 3		
C 1	CF	(108)	63.8 % *	(33)	39.5 % *			FC
C 1	CA	(79)	36.7 %	(86)	19.9 %			EC
C 3	CF	(128)	63.2 % *	(81)	49.3 % *			FC
C 3	CA	(86)	29.1 %	(73)	21.9 %			EC
C 10	CF	(74)	58.1 % *	(21)	38.2 % *			FC
C 10	CA	(126)	26.3 %	(90)	20.0 %			EC
C 4	CF	(153)	64.7 % *	(112)	50.0 % *	(6)	66.7 % *	FC
C 4	CA	(149)	39.5 %	(172)	20.4 %	(61)	11.4 %	EC
C 5	CF	(148)	69.6 % *	(44)	40.9 % *			FC
C 5	CA	(255)	35.7 %	(94)	25.5 %			EC
C 2	CF	(308)	67.2 % *	(247)	51.4 % *	(17)	53.0 % *	FC
C 9	CA	(81)	33.3 %	(112)	25.0 %	(28)	17.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	25.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	14.6 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The individual who strives to satisfy his personal interests in business does not contribute to the development of society".

Table Y.20

Y.21

Pourcentage (%) de personnes en accord avec l'énoncé:

"Si les compagnies ne cherchaient pas à faire
tant de profit, il y aurait moins de chômage".

QUEST. 03 Item 53		N 1		N 2		N 3		
C 1	CF	(108)	55.5 % *	(34)	20.6 % *			FC
C 1	CA	(80)	37.6 %	(85)	10.6 %			EC
C 3	CF	(128)	52.3 % **	(81)	17.3 % *			FC
C 3	CA	(86)	40.7 %	(73)	15.1 %			EC
C 10	CF	(73)	50.7 % *	(21)	42.8 % *			FC
C 10	CA	(125)	26.4 %	(91)	27.5 %			EC
C 4	CF	(153)	59.4 % *	(112)	31.3 % *	(6)	33.4 % *	FC
C 4	CA	(150)	41.3 %	(172)	19.8 %	(61)	11.5 %	EC
C 5	CF	(149)	69.9 % *	(43)	37.2 % **			FC
C 5	CA	(255)	50.1 %	(94)	32.0 %			EC
C 2	CF	(307)	64.2 % *	(247)	47.8 % *	(17)	23.6 %	FC
C 9	CA	(81)	50.5 %	(112)	30.3 %	(28)	17.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	20.1 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	10.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"If companies were not trying to make so much profit,
there would be less unemployment".

Table Y.21

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.22

"Il est à peu près impossible de travailler en même temps pour l'argent et pour le bien-être de la société".

QUEST. 03 Item 29		N 1		N 2		N 3		
C 1	CF	(107)	36.5 % *	(34)	14.7 % **			FC
C 1	CA	(79)	20.2 %	(86)	10.5 %			EC
C 3	CF	(127)	31.4 % *	(80)	17.6 % *			FC
C 3	CA	(85)	16.5 %	(73)	11.0 %			EC
C 10	CF	(74)	27.0 % *	(21)	19.1 % *			FC
C 10	CA	(125)	12.8 %	(91)	3.3 %			EC
C 4	CF	(153)	35.3 % *	(112)	22.4 % *	(6)	16.7 % *	FC
C 4	CA	(150)	22.8 %	(172)	8.2 %	(61)	8.1 %	EC
C 5	CF	(148)	31.1 % *	(44)	11.4 %			FC
C 5	CA	(251)	17.6 %	(94)	22.3 %			EC
C 2	CF	(306)	37.3 % *	(246)	28.0 % *	(17)	29.5 % *	FC
C 9	CA	(80)	15.1 %	(111)	15.3 %	(28)	3.6 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	30.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	6.7 %	EC
		L 1		L 2		L 3		

Percentage(%) of people who agree with the item:

"It is just about impossible to work for money and for the welfare of society at the same time".

Table Y.22

Y.23

Pourcentage (%) de personnes en accord avec l'énoncé:

"Les hommes d'affaires sont plus portés que les autres gens à poursuivre leurs propres intérêts au détriment du bien-être de la société".

QUEST. 03 Item 12		N 1		N 2		N 3		
C 1	CF	(109)	58.6% **	(34)	32.4% *			FC
C 1	CA	(81)	49.4%	(86)	26.7%			EC
C 3	CF	(127)	62.3% *	(81)	53.1% *			FC
C 3	CA	(86)	48.9%	(73)	31.5%			EC
C 10	CF	(73)	57.5% *	(21)	52.4% *			FC
C 10	CA	(126)	36.6%	(90)	29.9%			EC
C 4	CF	(152)	60.6%	(112)	51.0% *	(5)	0.0% *	FC
C 4	CA	(150)	58.6%	(172)	33.7%	(61)	22.9%	EC
C 5	CF	(147)	58.5%	(44)	40.8%			FC
C 5	CA	(254)	55.1%	(93)	43.1%			EC
C 2	CF	(306)	63.7% *	(247)	51.4% *	(17)	70.6%	FC
C 9	CA	(81)	51.9%	(111)	40.5%	(27)	40.7%	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	30.0%	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	20.4%	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Businessmen have a greater tendency than other people to further their own interests at the expense of the welfare of society".

Table Y.23

Y.24

Pourcentage (%) de personnes en accord avec l'énoncé:

"La plupart des grands industriels tiennent compte du bien-être et des besoins de la société quand ils planifient le développement économique de leur entreprise".

QUEST. 03 Item 19		N 1		N 2		N 3		
C 1	CF	(107)	55.1 %	(34)	64.6 %			FC
C 1	CA	(81)	69.1 %	(86)	74.4 %			EC
C 3	CF	(127)	62.9 % *	(80)	62.6 % *			FC
C 3	CA	(86)	79.1 %	(73)	75.3 %			EC
C 10	CF	(73)	64.4 %	(21)	76.2 %			FC
C 10	CA	(126)	73.0 %	(91)	73.7 %			EC
C 4	CF	(153)	60.8 %	(110)	66.4 %	(6)	99.9 % *	FC
C 4	CA	(150)	63.3 %	(171)	69.6 %	(61)	75.5 %	EC
C 5	CF	(148)	60.8 % **	(44)	63.6 %			FC
C 5	CA	(255)	65.5 %	(94)	61.7 %			EC
C 2	CF	(307)	55.7 %	(246)	53.3 %	(17)	35.4 %	FC
C 9	CA	(79)	64.6 %	(111)	58.5 %	(28)	50.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	50.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(102)	83.4 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The majority of big industrialists take the welfare and the needs of society into account when they plan the economic development of their business".

Table Y.24

Y.25

Pourcentage (%) de personnes en accord avec l'énoncé:

"Plus un industriel s'enrichit, plus il rend service à la société".

QUEST. 03 Item 25		N 1		N 2		N 3		
C 1	CF	(108)	57.3 %	(33)	63.7%**			FC
C 1	CA	(79)	54.5 %	(86)	74.5%			EC
C 3	CF	(128)	57.0 %*	(79)	46.9%*			FC
C 3	CA	(86)	69.8 %	(73)	74.0%			EC
C 10	CF	(74)	56.8 %*	(21)	33.3%*			FC
C 10	CA	(126)	76.2 %	(91)	72.6%			EC
C 4	CF	(153)	40.5 %*	(111)	35.1%*	(6)	66.6%	FC
C 4	CA	(150)	64.6 %	(172)	61.7%	(60)	61.6%	EC
C 5	CF	(149)	51.0 %*	(44)	40.8%*			FC
C 5	CA	(254)	62.2 %	(94)	67.0%			EC
C 2	CF	(308)	41.6 %*	(247)	41.4%*	(17)	47.1%	FC
C 9	CA	(81)	67.9 %	(111)	62.1%	(28)	57.2%	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	45.0%*	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	62.1%	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The more an industrialist becomes wealthy, the more he renders service to society".

Pourcentage (%) de personnes en accord avec l'énoncé:

"En général les gens motivés par l'argent ne sont pas très fiables".

QUEST. 03 Item : 28		N 1		N 2		N 3		
C 1	CF	(107)	36.4 % *	(34)	11.7 %			FC
C 1	CA	(80)	18.9 %	(86)	13.9 %			EC
C 3	CF	(128)	25.8 % **	(80)	22.6 % *			FC
C 3	CA	(86)	22.1 %	(73)	11.0 %			EC
C 10	CF	(74)	29.8 % **	(21)	9.5 %			FC
C 10	CA	(126)	19.1 %	(91)	6.6 %			EC
C 4	CF	(153)	34.7 % *	(112)	17.0 % *	(6)	33.4 % *	FC
C 4	CA	(150)	21.3 %	(172)	11.5 %	(61)	3.3 %	EC
C 5	CF	(149)	37.6 % *	(44)	13.7 %			FC
C 5	CA	(254)	28.3 %	(93)	14.0 %			EC
C 2	CF	(307)	36.4 % *	(247)	29.1 % *	(17)	17.7 %	FC
C 9	CA	(81)	19.7 %	(111)	9.9 %	(28)	14.3 %	EC
C 1, 3, 10, 5	CF		-		-	(20)	20.0 % *	FC
C 1, 3, 10, 5	CA		-		-	(103)	7.8 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Generally speaking, people motivated by money are not very reliable".

Table Y.26

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.27

"En général il est dangereux de confier des responsabilités à des gens motivés par l'argent".

QUEST. 03 Item : 42		N 1		N 2		N 3		
C 1	CF	(108)	45.4 % *	(32)	15.6 %			FC
C 1	CA	(79)	27.8 %	(86)	23.3 %			EC
C 3	CF	(128)	52.4 % *	(80)	32.7 % *			FC
C 3	CA	(86)	29.2 %	(73)	16.3 %			EC
C 10	CF	(74)	43.3 % **	(21)	19.1 % **			FC
C 10	CA	(126)	34.9 %	(91)	16.5 %			EC
C 4	CF	(153)	43.8 % *	(111)	38.7 % *	(6)	33.3 % *	FC
C 4	CA	(150)	30.0 %	(171)	15.4 %	(61)	8.2 %	EC
C 5	CF	(149)	51.0 % *	(44)	36.3 % *			FC
C 5	CA	(254)	32.7 %	(94)	25.5 %			EC
C 2	CF	(308)	51.3 % *	(247)	42.5 % *	(17)	52.9 % *	FC
C 9	CA	(81)	30.7 %	(112)	18.7 %	(28)	14.3 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	30.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	9.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Generally, it is dangerous to give responsibilities to people who are motivated by money".

Table Y.27

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.28

"Il est plus difficile à un riche qu'à un pauvre
de demeurer honnête".

QUEST. 03 Item : 49		N 1		N 2		N 3		
C 1	CF	(108)	49.1 % *	(34)	17.6 %			FC
C 1	CA	(79)	32.9 %	(86)	19.8 %			EC
C 3	CF	(128)	63.3 % *	(81)	35.8 % *			FC
C 3	CA	(86)	33.7 %	(73)	26.1 %			EC
C 10	CF	(74)	41.9 % *	(21)	52.4 % *			FC
C 10	CA	(126)	26.2 %	(91)	20.9 %			EC
C 4	CF	(153)	47.7 % *	(112)	34.8 % *	(6)	0.0 %	FC
C 4	CA	(149)	38.3 %	(172)	25.0 %	(61)	6.6 %	EC
C 5	CF	(148)	37.9 % *	(44)	41.0 % *			FC
C 5	CA	(254)	32.2 %	(94)	21.3 %			EC
C 2	CF	(308)	57.2 % *	(247)	46.6 % *	(17)	35.3 %	FC
C 9	CA	(81)	23.4 %	(112)	22.4 %	(28)	17.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	20.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	16.5 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"It is more difficult for a rich man than for
a poor man to remain honest".

Table Y.28

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.29

"En général les gens motivés par l'argent sont
aussi honnêtes que la plupart des gens".

QUEST. 03 Item : 59		N 1		N 2		N 3		
C 1	CF	(108)	73.1 %	(34)	88.2 %			FC
C 1	CA	(80)	80.1 %	(86)	81.4 %			EC
C 3	CF	(128)	68.0 % *	(81)	70.4 % *			FC
C 3	CA	(86)	79.0 %	(73)	88.9 %			EC
C 10	CF	(74)	79.8 %	(21)	80.9 % *			FC
C 10	CA	(126)	76.2 %	(91)	88.0 %			EC
C 4	CF	(153)	68.6 % *	(112)	81.3 % *	(6)	100.0 %	FC
C 4	CA	(148)	80.4 %	(170)	88.2 %	(60)	94.9 %	EC
C 5	CF	(149)	72.6 % *	(44)	81.8 %			FC
C 5	CA	(254)	80.6 %	(94)	81.9 %			EC
C 2	CF	(307)	67.1 % *	(245)	69.8 % *	(17)	70.6 % *	FC
C 9	CA	(81)	77.7 %	(111)	83.7 %	(28)	85.7 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	- - -	- - -	(20)	90.0 % *	FC
C 1, 3, 10, 5	CA	- - -	- - -	- - -	- - -	(102)	91.2 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"In general, people motivated by money are
as honest as most people".

Pourcentage (%) de personnes en accord avec l'énoncé:

"La majorité des gens motivés par l'argent sont égoïstes".

QUEST.: 03 Item : 22		N 1		N 2		N 3		
C 1	CF	(106)	47.3 %	(34)	38.2 %			FC
C 1	CA	(81)	46.8 %	(86)	40.8 %			EC
C 3	CF	(128)	66.5 %*	(80)	52.6 %*			FC
C 3	CA	(86)	40.7 %	(73)	35.5 %			EC
C 10	CF	(74)	58.1 %*	(21)	42.9 %			FC
C 10	CA	(124)	44.3 %	(91)	33.0 %			EC
C 4	CF	(152)	56.5 %*	(111)	49.5 %*	(6)	33.3 %	FC
C 4	CA	(150)	45.4 %	(171)	32.7 %	(60)	45.0 %	EC
C 5	CF	(147)	58.4 %*	(44)	47.7 %			FC
C 5	CA	(253)	48.1 %	(94)	45.7 %			EC
C 2	CF	(308)	67.6 %*	(247)	58.7 %*	(17)	58.8 %*	FC
C 9	CA	(81)	38.3 %	(111)	44.1 %	(28)	42.8 %	EC
C 1, 3, 10, 5	CF		-		-	(20)	50.0 %	FC
C 1, 3, 10, 5	CA		-		-	(103)	37.9 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Most people motivated by money are selfish".

Table Y.31

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.32

"La plupart des gens essaient de faire le moins
d'ouvrage possible."

QUEST. 04 Item : 39		N ₁		N ₂		N ₃		
C ₁	CF	(104)	45.2 % *	(35)	40.0 % *			FC
C ₁	CA	(79)	17.7 %	(85)	17.7 %			EC
C ₃	CF	(128)	45.4 % *	(81)	30.8 % *			FC
C ₃	CA	(86)	17.6 %	(73)	4.1 %			EC
C ₁₀	CF	(74)	44.6 % *	(21)	23.8 % *			FC
C ₁₀	CA	(126)	13.5 %	(90)	12.2 %			EC
C ₄	CF	(153)	41.2 % *	(112)	26.8 % *	(6)	16.7 %	FC
C ₄	CA	(150)	17.4 %	(172)	9.4 %	(61)	6.5 %	EC
C ₅	CF	(148)	45.2 % *	(44)	34.0 % *			FC
C ₅	CA	(253)	20.6 %	(93)	17.3 %			EC
C ₂	CF	(308)	37.7 % *	(247)	26.6 % *	(17)	41.2 % *	FC
C ₉	CA	(81)	8.7 %	(112)	7.2 %	(28)	17.8 %	EC
C _{1, 3, 10, 5}	CF	- - -		- - -		(20)	35.0 % *	FC
C _{1, 3, 10, 5}	CA	- - -		- - -		(102)	5.9 %	EC
		L ₁		L ₂		L ₃		

Percentage (%) of people who agree with the item:

"Most people try to do as little work as
possible".

Table Y.32

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.33

"En général, dans ses relations avec les autres,
il faut apprendre à se méfier".

QUEST. 04 Item : 34		N 1		N 2		N 3		
C 1	CF	(103)	69.9% *	(35)	54.3 % *			FC
C 1	CA	(81)	27.1%	(85)	16.5 %			EC
C 3	CF	(128)	69.5% *	(81)	51.9 % *			FC
C 3	CA	(86)	20.9%	(73)	15.1 %			EC
C 10	CF	(74)	70.3% *	(21)	57.2 % *			FC
C 10	CA	(126)	18.3%	(91)	16.5 %			EC
C 4	CF	(153)	66.1% *	(112)	46.5 % *	(6)	50.0 % *	FC
C 4	CA	(151)	23.8%	(172)	21.5 %	(61)	6.5 %	EC
C 5	CF	(149)	63.8% *	(44)	68.1 % *			FC
C 5	CA	(255)	23.2%	(94)	21.3 %			EC
C 2	CF	(308)	68.2% *	(247)	60.7 % *	(17)	52.9 % *	FC
C 9	CA	(81)	11.0%	(112)	9.8 %	(28)	14.3 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	25.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(102)	6.9 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

Generally, one must learn to be suspicious in his
relations with others".

Table Y.33

Y.34

Pourcentage (%) de personnes en accord avec l'énoncé:

"La nature même du travail d'un supérieur l'oblige
à être impopulaire avec ses subordonnés".

QUEST. 04 Item : 55		N 1		N 2		N 3	
C 1	CF	(47)	12.8 %	(27)	14.8 %		FC
C 1	CA	(58)	18.9 %	(77)	13.0 %		EC
C 3	CF	(128)	21.9 % *	(81)	12.4 %		FC
C 3	CA	(86)	9.4 %	(73)	9.6 %		EC
C 10	CF	(74)	23.0 % *	(21)	28.5 % *		FC
C 10	CA	(126)	13.5 %	(91)	5.5 %		EC
C 4	CF	(153)	31.4 % *	(112)	16.1 % *	(6)	16.7 % **
C 4	CA	(151)	13.3 %	(172)	8.7 %	(61)	6.6 %
C 5	CF	(149)	29.6 % *	(44)	18.2 % *		FC
C 5	CA	(255)	14.5 %	(94)	6.4 %		EC
C 2	CF	(308)	19.2 %	(247)	18.2 %	(17)	23.6 % *
C 9	CA	(81)	17.3 %	(112)	21.5 %	(28)	3.6 %
C 1, 3, 10, 5	CF	- - -		- - -		(19)	10.6 % **
C 1, 3, 10, 5	CA	- - -		- - -		(103)	4.9 %
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"The nature of a superior's job makes it necessary
for him to be unpopular with his subordinates".

Table Y.34

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.35

"Donner une enveloppe de paye bien remplie, est
la seule façon d'assurer un bon travail".

QUEST. 04 Item : 24		N 1	N 2	N 3	
C 1	CF	(103) 22.4%*	(35) 5.8 %*		FC
C 1	CA	(81) 3.7%	(85) 3.6 %		EC
C 3	CF	(127) 27.4%*	(81)18.5 %*		FC
C 3	CA	(86) 10.6%	(73) 9.7 %		EC
C 10	CF	(74) 32.5%*	(21)14.3 %*		FC
C 10	CA	(125) 5.6 %	(91) 3.3 %		EC
C 4	CF	(153) 25.5%*	(112) 9.0 %*	(6) 0.0 %	FC
C 4	CA	(151) 7.3 %	(172) 5.8 %	(61) 1.6 %	EC
C 5	CF	(149) 36.2%*	(44)22.8 %*		FC
C 5	CA	(255) 8.2%	(93) 6.5 %		EC
C 2	CF	(304) 31.3%*	(247)23.1 %*	(17) 35.3 %*	FC
C 9	CA	(81) 3.7%	(112) 3.6 %	(28) 0.0 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 20.0 %*	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 6.8 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"The only guarantee of good work is a fat pay
envelope".

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.36

"L'employé moyen se soucie peu de l'utilité que
peut avoir le produit qu'il fabrique".

QUEST. 04 Item : 29		N 1		N 2		N 3		
C 1	CF	(104)	44.3 % *	(35)	34.3 % *			FC
C 1	CA	(81)	22.2 %	(85)	20.1 %			EC
C 3	CF	(127)	39.4 % *	(81)	22.2 % **			FC
C 3	CA	(86)	8.2 %	(73)	15.1 %			EC
C 10	CF	(74)	46.0 % *	(21)	42.9 % *			FC
C 10	CA	(126)	24.6 %	(91)	20.9 %			EC
C 4	CF	(152)	34.2 % *	(112)	27.7 % *	(6)	50.0 % *	FC
C 4	CA	(151)	18.5 %	(172)	16.8 %	(61)	4.8 %	EC
C 5	CF	(148)	44.6 % *	(44)	27.3 % **			FC
C 5	CA	(253)	17.8 %	(93)	18.3 %			EC
C 2	CF	(306)	42.2 % *	(246)	36.6 % *	(17)	47.1 % *	FC
C 9	CA	(81)	11.0 %	(111)	13.5 %	(28)	17.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	25.0 % **	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	17.4 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The usefulness of the product he is making is
of little concern to the average employee".

Table Y.36

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.37

"Les supérieurs se font habituellement critiquer plus qu'ils ne le méritent".

QUEST. 04 Item : 51		N 1		N 2		N 3	
C 1	CF	(104)	78.8 % *	(35)	71.4 % *		FC
C 1	CA	(78)	71.8 %	(84)	57.2 %		EC
C 3	CF	(127)	82.6 % *	(80)	76.3 % *		FC
C 3	CA	(84)	64.3 %	(73)	60.2 %		EC
C 10	CF	(73)	86.2 % *	(21)	71.5 % **		FC
C 10	CA	(125)	58.4 %	(89)	50.6 %		EC
C 4	CF	(151)	78.8 % *	(112)	66.2 % *	(6)	66.7 % FC
C 4	CA	(150)	62.0 %	(171)	56.2 %	(61)	49.2 % EC
C 5	CF	(148)	79.0 % *	(44)	79.6 % *		FC
C 5	CA	(255)	67.5 %	(93)	51.6 %		EC
C 2	CF	(308)	83.4 % *	(246)	74.4 % *	(17)	70.5 % FC
C 9	CA	(80)	72.6 %	(112)	57.2 %	(28)	71.4 % EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	55.0 % FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	46.7 % EC
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"Superiors are usually criticized more than they deserve".

"Un supérieur ne permet pas à ses subordonnés de faire des farces à son sujet, s'il veut garder son autorité".

QUEST. 04 Item 26		N 1	N 2	N 3	
C 1	CF	(101) 59.4 % **	(35) 37.2 %		FC
C 1	CA	(81) 50.6 %	(85) 36.4 %		EC
C 3	CF	(128) 62.6 % *	(81) 35.7 % *		FC
C 3	CA	(86) 30.2 %	(73) 19.2 %		EC
C 10	CF	(73) 60.2 % **	(21) 47.6 % **		FC
C 10	CA	(126) 50.0 %	(91) 30.8 %		EC
C 4	CF	(153) 47.1 % *	(112) 29.4 % *	(6) 16.7 %	FC
C 4	CA	(151) 35.7 %	(171) 24.5 %	(61) 11.4 %	EC
C 5	CF	(149) 65.7 % *	(44) 43.2 %		FC
C 5	CA	(254) 48.3 %	(93) 46.2 %		EC
C 2	CF	(307) 59.3 % *	(247) 56.3 % *	(17) 64.6 % *	FC
C 9	CA	(81) 35.8 %	(112) 26.8 %	(28) 17.9 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 25.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 15.6 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"A superior doesn't allow his subordinates to make jokes about him, if he wants to keep his authority".

Table Y.38

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.39

"Un supérieur n'a jamais à expliquer ses actes
à ses subordonnés".

QUEST. 04 Item 12		N 1	N 2	N 3	
C 1	CF	(47) 21.3 %	(27) 11.1 %		FC
C 1	CA	(58) 20.6 %	(75) 9.3 %		EC
C 3	CF	(128) 36.8 %*	(81) 9.9 %		FC
C 3	CA	(85) 12.9 %	(72) 9.8 %		EC
C 10	CF	(74) 29.8 %*	(21) 0.0 %		FC
C 10	CA	(126) 12.8 %	(91) 6.6 %		EC
C 4	CF	(151) 21.8 %*	(112) 8.1 %*	(6) 0.0 %	FC
C 4	CA	(150) 12.1 %	(172) 5.2 %	(60) 0.0 %	EC
C 5	CF	(148) 35.2 %*	(43) 27.9 %*		FC
C 5	CA	(252) 17.2 %	(94) 13.9 %		EC
C 2	CF	(308) 29.2 %*	(247) 19.8 %*	(17) 11.8 %	FC
C 9	CA	(79) 19.0 %	(112) 6.3 %	(28) 0.0 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(19) 0.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 3.0 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"A superior never has to explain his acts to his
subordinates".

Pourcentage (%) de personnes qui choisissent les catégories 1 et 2 de l'énoncé:

"Un supérieur n'a jamais à expliquer ses actes
à ses subordonnés."

QUEST. 04 Item : 12		N 1	N 2	N 3	
C 1	CF	(47) 42.6%	(27) 44.4%		FC
C 1	CA	(58) 48.3%	(75) 68.0%		EC
C 3	CF	(128) 37.5%	(81) 66.7%		FC
C 3	CA	(85) 56.4%	(72) 72.2%		EC
C 10	CF	(74) 39.2%	(21) 57.1%		FC
C 10	CA	(126) 57.9%	(91) 64.9%		EC
C 4	CF	(151) 42.4%	(112) 63.4%	(6) 66.6%	FC
C 4	CA	(150) 64.6%	(172) 78.5%	(60) 90.0%	EC
C 5	CF	(148) 35.8%	(43) 30.3%		FC
C 5	CA	(252) 56.3%	(94) 65.4%		EC
C 2	CF	(308) 34.4%	(247) 47.4%	(17) 47.0%	FC
C 9	CA	(79) 46.9%	(112) 68.7%	(28) 82.2%	EC
C 1, 3, 10, 5	CF	- - -	- - -	(19) 89.5%	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 76.7%	EC
		L 1	L 2	L 3	

Percentage (%) of people who choose categories 1 and 2 of the item:

"A superior never has to explain his acts to
his subordinates."

Table Y.39

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.41

"L'autorité d'un supérieur est affaiblie quand il doit admettre qu'un de ses subordonnés a eu raison alors que lui-même a eu tort".

QUEST. 04 Item 20		N 1	N 2	N 3	
C 1	CF	(103) 15.5 % **	(35) 8.6 % **		FC
C 1	CA	(81) 6.2 %	(85) 3.6 %		EC
C 3	CF	(128) 17.1 % *	(81) 6.1 % **		FC
C 3	CA	(85) 8.3 %	(73) 1.4 %		EC
C 10	CF	(73) 13.6 % **	(21) 4.8 %		FC
C 10	CA	(126) 8.0 %	(90) 4.4 %		EC
C 4	CF	(153) 14.4 % **	(112) 5.4 %	(6) 0.0 %	FC
C 4	CA	(151) 9.2 %	(172) 4.1 %	(61) 6.6 %	EC
C 5	CF	(148) 24.4 % *	(44) 4.6 %		FC
C 5	CA	(253) 10.0 %	(93) 11.9 %		EC
C 2	CF	(308) 17.8 %	(246) 10.1 %	(17) 5.9 %	FC
C 9	CA	(80) 13.9 %	(112) 10.8 %	(28) 7.1 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 10.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 5.9 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"It weakens a superior's authority when he has to admit that one of his subordinates has been right and he has been wrong."

Pourcentage (%) de personnes qui choisissent les catégories 1 et 2 de l'énoncé:

"L'autorité d'un supérieur est affaiblie quand il doit admettre qu'un de ses subordonnés a eu raison alors que lui-même a eu tort."

QUEST. 04 Item : 20		N 1	N 2	N 3	
C 1	CF	(103) 70.9%	(35) 71.4%		FC
C 1	CA	(81) 77.8%	(85) 82.4%		EC
C 3	CF	(128) 54.7%	(81) 74.0%		FC
C 3	CA	(85) 74.1%	(73) 84.9%		EC
C 10	CF	(73) 63.0%	(21) 95.2%		FC
C 10	CA	(126) 69.1%	(90) 82.2%		EC
C 4	CF	(153) 70.6%	(112) 81.3%	(6) 100.0%	FC
C 4	CA	(151) 74.2%	(172) 83.2%	(61) 77.0%	EC
C 5	CF	(148) 58.1%	(44) 72.7%		FC
C 5	CA	(253) 72.7%	(93) 68.8%		EC
C 2	CF	(308) 62.3%	(246) 75.2%	(17) 64.7%	FC
C 9	CA	(80) 67.6%	(112) 65.2%	(28) 67.9%	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 65.0%	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 78.6%	EC
		L 1	L 2	L 3	

Percentage (%) of people who choose categories 1 and 2 of the item:

"It weakens a superior's authority when he has to admit that one of his subordinates has been right and he has been wrong."

Table Y.40

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.43

"Lorsqu'il prend une mauvaise décision, un bon supérieur ne devrait jamais l'admettre à ses subordonnés".

QUEST. 04 Item 43		N 1		N 2		N 3	
C 1	CF	(104)	16.4% *	(35)	8.6% *		FC
C 1	CA	(81)	3.7%	(85)	1.2%		EC
C 3	CF	(126)	19.8% *	(81)	3.7%		FC
C 3	CA	(86)	2.3%	(73)	1.4%		EC
C 10	CF	(74)	15.0% *	(21)	4.8%		FC
C 10	CA	(125)	4.8%	(91)	2.2%		EC
C 4	CF	(153)	13.8% *	(112)	7.2% *	(6)	0.0%
C 4	CA	(151)	5.3%	(172)	1.2%	(61)	0.0%
C 5	CF	(149)	24.8% *	(44)	6.8%		FC
C 5	CA	(254)	6.4%	(94)	5.3%		EC
C 2	CF	(308)	14.2% *	(246)	7.7% *	(17)	0.0%
C 9	CA	(81)	4.8%	(112)	2.7%	(28)	0.0%
C 1, 3, 10, 5	CF	- - -		- - -		(20)	0.0%
C 1, 3, 10, 5	CA	- - -		- - -		(103)	1.0%
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"A good superior should never admit it to his subordinates when he makes a wrong decision".

Table Y. 40a

Y.44

Pourcentage (%) de personnes qui choisissent les catégories 1 et 2 de l'énoncé:

"Lorsqu'il prend une mauvaise décision, un bon supérieur ne devrait jamais l'admettre à ses subordonnée."

QUEST. 04 Item : 43		N 1	N 2	N 3	
C 1	CF	(104) 56.7%	(35) 65.7%		FC
C 1	CA	(81) 70.4%	(85) 80.0%		EC
C 3	CF	(126) 50.8%	(81) 74.1%		FC
C 3	CA	(86) 79.1%	(73) 87.7%		EC
C 10	CF	(74) 58.1%	(21) 85.8%		FC
C 10	CA	(125) 65.6%	(91) 84.7%		EC
C 4	CF	(153) 62.1%	(112) 76.8%	(6) 66.6%	FC
C 4	CA	(151) 71.6%	(172) 89.0%	(61) 91.8%	EC
C 5	CF	(149) 51.0%	(44) 65.9%		FC
C 5	CA	(254) 71.3%	(94) 68.1%		EC
C 2	CF	(308) 53.2%	(246) 62.6%	(17) 64.7%	FC
C 9	CA	(81) 66.6%	(112) 79.5%	(28) 82.1%	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 80.0%	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 88.4%	EC
		L 1	L 2	L 3	

Percentage (%) of people who choose categories 1 and 2 of the item:

"A good superior should never admit it to his subordinates when he makes a wrong decision."

Table Y.41

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.45

"Exprimer ouvertement son désaccord à l'égard d'une décision d'un supérieur, à propos d'un problème important, c'est manquer de respect envers l'autorité".

QUEST. 04 Item 40		N 1		N 2		N 3		
C 1	CF	(104)	45.1 % *	(35)	37.1 %			FC
C 1	CA	(81)	22.2 %	(85)	33.0 %			EC
C 3	CF	(125)	52.8 % *	(81)	28.4 % *			FC
C 3	CA	(85)	25.8 %	(73)	8.2 %			EC
C 10	CF	(74)	46.0 % *	(21)	19.0 %			FC
C 10	CA	(126)	21.5 %	(91)	25.3 %			EC
C 4	CF	(152)	48.8 % *	(111)	29.7 % *	(6)	16.7 %	FC
C 4	CA	(150)	20.0 %	(172)	16.9 %	(61)	11.5 %	EC
C 5	CF	(148)	52.7 % *	(44)	34.0 %			FC
C 5	CA	(254)	26.3 %	(93)	31.2 %			EC
C 2	CF	(308)	46.8 % *	(246)	39.8 % *	(17)	64.7 % *	FC
C 9	CA	(81)	38.2 %	(110)	22.7 %	(28)	39.3 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	35.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	15.5 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"To openly express one's disagreement with a superior's decision regarding an important problem shows a lack of respect for authority".

Table Y.42

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.46

"Quand une décision a été prise et que les subordonnés en ont été informés, c'est une mauvaise politique de revenir sur cette décision."

QUEST. 04 Item 38		N 1		N 2		N 3		
C 1	CF	(104)	53.9 % **	(35)	51.5 % **			FC
C 1	CA	(81)	66.7 %	(85)	61.1 %			EC
C 3	CF	(128)	64.9 %	(81)	46.9 %			FC
C 3	CA	(86)	56.9 %	(73)	52.1 %			EC
C 10	CF	(74)	55.4 %	(21)	57.1 %			FC
C 10	CA	(125)	61.6 %	(91)	53.9 %			EC
C 4	CF	(153)	58.2 % *	(112)	58.1 %	(6)	33.3 % **	FC
C 4	CA	(150)	76.6 %	(172)	59.9 %	(60)	48.3 %	EC
C 5	CF	(149)	63.1 %	(44)	47.7 % **			FC
C 5	CA	(255)	63.9 %	(94)	63.8 %			EC
C 2	CF	(308)	58.8 % **	(247)	61.2 %	(17)	58.9 %	FC
C 9	CA	(80)	68.8 %	(112)	72.9 %	(28)	57.2 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	30.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	49.5 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"When a decision has been made and subordinates have been notified of it, it is a bad policy to go back on that decision".

Table Y.43

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.47

"Il rappelle aux autres la somme de travail
qui doit être faite".

QUEST. 04 Item : 61		N 1		N 2		N 3		
C 1	CF	(98)	69.4 %	(35)	68.6 %			FC
C 1	CA	(81)	67.9 %	(85)	61.1 %			EC
C 3	CF	(128)	63.2 % *	(81)	43.2 % **			FC
C 3	CA	(86)	45.3 %	(73)	37.0 %			EC
C 10	CF	(73)	56.1 % **	(21)	57.2 %			FC
C 10	CA	(125)	51.2 %	(90)	50.0 %			EC
C 4	CF	(152)	61.3 % **	(112)	50.9 % *	(6)	83.3 % *	FC
C 4	CA	(151)	71.5 %	(172)	42.4 %	(61)	42.6 %	EC
C 5	CF	(148)	70.4 % *	(44)	65.9 % *			FC
C 5	CA	(255)	58.7 %	(93)	46.2 %			EC
C 2	CF	(308)	55.5 %	(245)	57.2 % **	(17)	64.7 %	FC
C 9	CA	(81)	59.2 %	(111)	56.7 %	(28)	35.8 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	55.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	44.7 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He reminds others of the amount of work that has
to be done".

Table Y.44

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.48

"Il met de la pression sur ses subordonnés pour obtenir d'eux un plus haut niveau de production".

QUEST. 04 Item : 79		N 1		N 2		N 3		
C 1	CF	(99)	58.5 % *	(35)	51.4 %			FC
C 1	CA	(80)	43.8 %	(85)	53.0 %			EC
C 3	CF	(127)	53.6 % *	(81)	43.2 % *			FC
C 3	CA	(86)	39.5 %	(73)	21.9 %			EC
C 10	CF	(74)	51.4 % *	(21)	42.8 %			FC
C 10	CA	(126)	21.5 %	(91)	38.5 %			EC
C 4	CF	(153)	54.3 % *	(112)	52.8 % **	(6)	33.4 % *	FC
C 4	CA	(151)	45.7 %	(172)	46.0 %	(61)	62.3 %	EC
C 5	CF	(149)	56.4 % *	(43)	55.8 %			FC
C 5	CA	(254)	41.0 %	(94)	46.7 %			EC
C 2	CF	(308)	42.2 % *	(247)	46.1 % *	(17)	58.9 % *	FC
C 9	CA	(81)	27.1 %	(111)	36.9 %	(28)	28.5 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	70.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	46.7 %	FC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He puts pressure on his subordinates to get more production from them".

Table Y.45

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.49

"Il insiste pour que les limites de temps fixées pour
l'accomplissement d'un travail soient respectées".

QUEST. 04 Item : 67		N 1		N 2		N 3		
C 1	CF	(98)	89.8 % *	(35)	97.2 % *			FC
C 1	CA	(81)	96.3 %	(85)	100.0 %			EC
C 3	CF	(128)	90.7 % **	(81)	91.4 % *			FC
C 3	CA	(86)	92.0 %	(73)	100.0 %			EC
C 10	CF	(74)	89.2 % *	(21)	90.4 % *			FC
C 10	CA	(126)	95.2 %	(91)	100.1 %			EC
C 4	CF	(153)	92.9 % *	(112)	99.1 % *	(6)	100.0 % **	FC
C 4	CA	(151)	98.1 %	(172)	98.3 %	(61)	99.9 %	EC
C 5	CF	(149)	93.3 % *	(44)	93.2 % *			FC
C 5	CA	(255)	96.5 %	(94)	99.0 %			EC
C 2	CF	(308)	87.7 % *	(247)	93.9 % *	(17)	100.0 %	FC
C 9	CA	(81)	98.7 %	(111)	97.2 %	(28)	100.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	100.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(102)	99.0 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He insists that the deadlines that have been
set for a given job be respected".

Table Y. 45a

Pourcentage (%) de personnes totalement d'accord avec l'énoncé:

Y.50

"Il insiste pour que les limites de temps fixées
pour l'accomplissement d'un travail soient res-
pectées."

QUEST. 04 Item : 67		N 1		N 2		N 3		
C 1	CF	(98)	33.7 %	(35)	28.6 %			FC
C 1	CA	(81)	46.9 %	(85)	54.1 %			EC
C 3	CF	(128)	24.2 %	(81)	14.8 %			FC
C 3	CA	(86)	39.5 %	(73)	38.4 %			EC
C 10	CF	(74)	20.3 %	(21)	9.5 %			FC
C 10	CA	(126)	54.0 %	(91)	48.4 %			EC
C 4	CF	(153)	29.4 %	(112)	22.3 %	(6)	33.3 %	FC
C 4	CA	(151)	47.7 %	(172)	41.9 %	(61)	39.3 %	EC
C 5	CF	(149)	30.9 %	(44)	15.9 %			FC
C 5	CA	(255)	52.2 %	(94)	43.6 %			EC
C 2	CF	(308)	25.0 %	(247)	34.0 %	(17)	35.3 %	FC
C 9	CA	(81)	48.1 %	(111)	42.3 %	(28)	28.6 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	35.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(102)	35.3 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who completely agree with the item:

"He insists that the deadlines that have been set
for a given job be respected".

Table Y. 46

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.51

"Il maintient des standards de rendement élevés".

QUEST. 04 Item : 70		N 1	N 2	N 3	
C 1	CF	(98) 97.0% *	(34) 97.1 % *		FC
C 1	CA	(81) 100.0%	(85) 100.0 %		EC
C 3	CF	(126) 96.8% **	(81) 97.5 % **		FC
C 3	CA	(86) 98.9%	(73) 100.1 %		EC
C 10	CF	(74) 97.3% **	(21) 100.0 % **		FC
C 10	CA	(125) 99.2%	(91) 98.9 %		EC
C 4	CF	(152) 96.6% *	(112) 99.1 % *	(6) 100.0 %	FC
C 4	CA	(149) 100.1%	(171) 100.0 %	(61) 100.0 %	EC
C 5	CF	(148) 96.0% *	(44) 100.1 % *		FC
C 5	CA	(251) 99.3%	(94) 98.9 %		EC
C 2	CF	(307) 98.1% *	(246) 98.3 %	(17) 100.0 % **	FC
C 9	CA	(80) 98.9%	(111) 100.0 %	(28) 99.9 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 100.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 99.9 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"He maintains high standards of performance".

Table Y.46a

Pourcentage (%) de personnes totalement en accord avec l'énoncé:

Y.52

"Il maintient des standards de rendement élevés".

QUEST. 04 Item : 70		N 1		N 2		N 3		
C 1	CF	(98)	48.0 %	(34)	55.9 %			FC
C 1	CA	(81)	56.8 %	(85)	78.8 %			EC
C 3	CF	(126)	34.9 %	(81)	48.1 %			FC
C 3	CA	(86)	41.9 %	(73)	60.3 %			EC
C 10	CF	(74)	40.5 %	(21)	57.1 %			FC
C 10	CA	(125)	57.6 %	(91)	67.0 %			EC
C 4	CF	(152)	41.4 %	(112)	56.3 %	(6)	66.7 %	FC
C 4	CA	(149)	54.4 %	(171)	76.0 %	(61)	82.0 %	EC
C 5	CF	(148)	41.2 %	(44)	43.2 %			FC
C 5	CA	(251)	59.0 %	(94)	60.6 %			EC
C 2	CF	(307)	35.2 %	(246)	51.2 %	(17)	64.7 %	FC
C 9	CA	(80)	53.8 %	(111)	50.5 %	(28)	57.1 %	EC
C 1, 3, 10, 5	CF		- - -		- - -	(20)	55.0 %	FC
C 1, 3, 10, 5	CA		- - -		- - -	(103)	62.1 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who completely agree with the item:

"He maintains high standards of performance".

Table Y.47

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.53

"Il encourage ses subordonnés qui sont lents au travail à fournir de plus grands efforts".

QUEST. 04 Item : 73		N 1	N 2	N 3	
C 1	CF	(98) 84.7 %	(35) 88.5 % *		FC
C 1	CA	(81) 90.1 %	(84) 97.7 %		EC
C 3	CF	(128) 81.4 % **	(80) 85.1 %		FC
C 3	CA	(86) 90.7 %	(73) 93.1 %		EC
C 10	CF	(74) 91.9 %	(21) 90.4 % *		FC
C 10	CA	(125) 91.2 %	(91) 99.0 %		EC
C 4	CF	(153) 88.2 % *	(111) 94.5 % *	(6) 100.0 %	FC
C 4	CA	(151) 94.7 %	(170) 98.3 %	(61) 100.0 %	EC
C 5	CF	(149) 83.2 % *	(44) 86.4 % *		FC
C 5	CA	(252) 94.8 %	(94) 94.6 %		EC
C 2	CF	(308) 82.2 % *	(247) 91.2 % **	(17) 94.1 %	FC
C 9	CA	(81) 95.1 %	(110) 96.4 %	(28) 96.3 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 95.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 93.2 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"He encourages slow-working subordinates to greater effort".

Table Y.48

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.54

"Lorsqu'un subordonné se plaint, le premier devoir d'un supérieur, c'est de lui montrer où il se trompe".

QUEST. 04 Item : 13		N 1	N 2	N 3	
C 1	CF	(101) 74.3% *	(35) 42.8 %		FC
C 1	CA	(81) 46.9%	(85) 35.2 %		EC
C 3	CF	(128) 70.4% *	(80) 33.8 % **		FC
C 3	CA	(86) 53.4%	(73) 25.9 %		EC
C 10	CF	(74) 73.0% *	(21) 33.3 % **		FC
C 10	CA	(126) 47.5%	(91) 26.4 %		EC
C 4	CF	(151) 48.4% *	(112) 20.6 % *	(6) 50.0 % *	FC
C 4	CA	(151) 31.8%	(172) 11.0 %	(61) 3.2 %	EC
C 5	CF	(148) 68.2% *	(43) 39.6 % *		FC
C 5	CA	(255) 54.9%	(94) 25.5 %		EC
C 2	CF	(305) 60.3 % *	(247) 46.9 % *	(17) 52.9 % *	FC
C 9	CA	(81) 50.6 %	(112) 31.2 %	(28) 28.5 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(19) 21.1 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 28.2 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"When a subordinate complains, the first duty of a superior is to show him where he is wrong".

Table Y.49

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.55

"Il est souvent utile de mettre à sa place, par une remarque sarcastique, un subordonné qui est gueulard".

QUEST. 04 Item : 22		N 1	N 2	N 3	
C 1	CF	(104) 45.2 % **	(35) 28.6 % **		FC
C 1	CA	(81) 29.6 %	(85) 12.9 %		EC
C 3	CF	(128) 45.3 % *	(81) 39.5 % *		FC
C 3	CA	(86) 15.1 %	(73) 23.3 %		EC
C 10	CF	(74) 43.3 % *	(21) 28.6 % **		FC
C 10	CA	(126) 22.3 %	(91) 19.8 %		EC
C 4	CF	(153) 45.8 % *	(112) 26.9 % *	(6) 16.7 %	FC
C 4	CA	(151) 21.8 %	(171) 14.1 %	(61) 4.9 %	EC
C 5	CF	(149) 47.1 % *	(44) 18.1 %		FC
C 5	CA	(255) 24.7 %	(94) 26.5 %		EC
C 2	CF	(308) 45.2 % *	(247) 39.8 % *	(17) 53.0 % *	FC
C 9	CA	(81) 25.9 %	(112) 15.2 %	(28) 14.3 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 35.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 13.6 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"It is often useful to put a loud subordinate in his place with a sarcastic remark".

Table Y.50

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.56

"La meilleure façon de traiter des subordonnés qui sont durs, c'est de se montrer plus dur qu'eux".

QUEST. 04 Item : 45		N 1		N 2		N 3		
C 1	CF	(102)	27.5 % *	(35)	28.7 %			FC
C 1	CA	(81)	54.4 %	(85)	22.4 %			EC
C 3	CF	(128)	15.6 % *	(80)	15.1 % *			FC
C 3	CA	(86)	31.4 %	(73)	32.8 %			EC
C 10	CF	(74)	28.4 % **	(21)	19.1 % *			FC
C 10	CA	(126)	39.6 %	(91)	30.8 %			EC
C 4	CF	(153)	30.7 %	(112)	23.2 %	(6)	33.3 %	FC
C 4	CA	(151)	30.4 %	(172)	25.1 %	(61)	13.2 %	EC
C 5	CF	(149)	32.3 %	(44)	15.8 % **			FC
C 5	CA	(255)	36.4 %	(94)	42.5 %			EC
C 2	CF	(308)	21.6 % *	(247)	22.6 % *	(17)	35.3 % *	FC
C 9	CA	(80)	33.9 %	(112)	33.0 %	(28)	21.4 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	15.0 % **	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	29.1 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The best way to handle tough subordinates is to be tougher than they are".

Table Y.51

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.57

"La première qualité d'un bon supérieur, c'est d'être aimable".

QUEST. 04 Item : 50		N 1			N 2			N 3		
C 1	CF	(104)	65.4	% **	(35)	37.2	% **			FC
C 1	CA	(80)	58.9	%	(85)	30.5	%			EC
C 3	CF	(126)	77.8	% *	(80)	55.1	% *			FC
C 3	CA	(86)	63.9	%	(73)	36.9	%			EC
C 10	CF	(74)	69.0	% *	(21)	28.6	%			FC
C 10	CA	(126)	52.4	%	(91)	29.7	%			EC
C 4	CF	(152)	58.6	% *	(112)	37.5	% *	(6)	33.4	%* FC
C 4	CA	(151)	35.8	%	(171)	21.6	%	(61)	16.4	% EC
C 5	CF	(149)	78.6	% *	(44)	54.5	% *			FC
C 5	CA	(255)	59.6	%	(94)	30.9	%			EC
C 2	CF	(308)	74.0	% *	(247)	54.7	% *	(17)	47.0	%* FC
C 9	CA	(81)	59.2	%	(112)	31.3	%	(28)	28.6	% EC
C 1, 3, 10, 5	CF		- - -			- - -		(19)	31.7	% FC
C 1, 3, 10, 5	CA		- - -			- - -		(103)	20.4	% EC
		L 1			L 2			L 3		

Percentage (%) of people who agree with the item:

"The first quality of a good superior is to be likeable".

Table Y. 52

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.58

"La plupart des employés qui sont dans le pétrin
n'ont qu'eux-mêmes à blâmer".

QUEST. 04 Item : 54		N 1		N 2		N 3		
C 1	CF	(47)	25.5 %**	(27)	22.2 %			FC
C 1	CA	(58)	43.0 %	(77)	26.0 %			EC
C 3	CF	(128)	24.2 %	(81)	16.0 %			FC
C 3	CA	(86)	25.6 %	(73)	23.3 %			EC
C 10	CF	(74)	28.5 %	(21)	28.6 %			FC
C 10	CA	(126)	33.3 %	(91)	28.6 %			EC
C 4	CF	(153)	21.5 %	(111)	21.6 % **	(6)	16.7 %	FC
C 4	CA	(149)	24.8 %	(172)	26.8 %	(61)	26.1 %	EC
C 5	CF	(149)	36.3 %	(44)	25.0 %			FC
C 5	CA	(255)	33.4 %	(94)	27.7 %			EC
C 2	CF	(308)	26.0 %	(247)	22.3 % *	(17)	17.7 %	FC
C 9	CA	(81)	30.9 %	(112)	29.5 %	(28)	21.4 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(19)	36.9 % **	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	20.4 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Most employees who are in a jam have only themselves
to blame".

Table Y. 53

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.59

"Il fait en sorte que ses subordonnés se sentent
à l'aise lorsqu'ils lui parlent".

QUEST. 94 Item : 63		N 1		N 2		N 3	
C 1	CF	(90)	99.0 %	(35)	97.2 %		FC
C 1	CA	(81)	99.9 %	(85)	98.8 %		EC
C 3	CF	(128)	96.0 %	(81)	100.0 %		FC
C 3	CA	(86)	97.7 %	(73)	98.7 %		EC
C 10	CF	(73)	98.7 %**	(21)	100.0 % *		FC
C 10	CA	(126)	94.5 %	(91)	94.5 %		EC
C 4	CF	(153)	96.8 %	(112)	99.2 % *	(6) 100.0 % *	FC
C 4	CA	(151)	99.3 %	(172)	98.3 %	(61) 100.0 %	EC
C 5	CF	(149)	95.2 %	(44)	100.1 %		FC
C 5	CA	(253)	95.6 %	(93)	100.0 %		EC
C 2	CF	(307)	97.7 %**	(246)	99.6 %	(17) 100.0 % *	FC
C 9	CA	(81)	98.7 %	(111)	97.3 %	(28) 100.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20) 100.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103) 96.2 %	EC
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"He makes his subordinates feel at ease when talking
with him".

Table Y. 53a

Pourcentage (%) de personnes totalement en accord avec l'énoncé:

Y.60

"Il fait en sorte que ses subordonnés se sentent à l'aise lorsqu'ils lui parlent".

QUEST. 04 Item : 63		N 1		N 2		N 3	
C 1	CF	(98)	73.5 %	(35)	68.6 %		FC
C 1	CA	(81)	67.9 %	(85)	69.4 %		EC
C 3	CF	(128)	78.1 %	(81)	81.5 %		FC
C 3	CA	(86)	73.3 %	(73)	52.1 %		EC
C 10	CF	(73)	69.9 %	(21)	66.7 %		FC
C 10	CA	(126)	67.5 %	(91)	61.5 %		EC
C 4	CF	(153)	75.2 %	(112)	80.4 %	(6)	100.0 % FC
C 4	CA	(151)	64.2 %	(172)	74.4 %	(61)	80.3 % EC
C 5	CF	(149)	75.8 %	(44)	70.5 %		FC
C 5	CA	(253)	66.8 %	(93)	64.5 %		EC
C 2	CF	(307)	83.7 %	(246)	85.0 %	(17)	82.4 % FC
C 9	CA	(81)	69.1 %	(111)	55.9 %	(28)	64.3 % EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	65.0 % FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	58.3 % EC
		L 1		L 2		L 3	

Percentage (%) of people who completely agree with the item:

"He makes his subordinates feel at ease when talking with him".

Table Y.54

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.61

"Quand un supérieur doit prendre une décision, il est plus prudent de n'en pas parler jusqu'à ce qu'elle soit prise définitivement".

LMS. 04 Item : 23		N 1	N 2	N 3	
C 1	CF	(103) 69.9 % **	(34) 44.1 %		FC
C 1	CA	(81) 51.9 %	(85) 38.8 %		EC
C 3	CF	(128) 64.8 % *	(81) 54.3 % *		FC
C 3	CA	(86) 48.9 %	(73) 37.0 %		EC
C 10	CF	(74) 77.1 % *	(21) 47.6 %		FC
C 10	CA	(125) 59.2 %	(91) 51.7 %		EC
C 4	CF	(153) 70.5 % *	(112) 48.3 % **	(6) 33.4 %	FC
C 4	CA	(151) 55.6 %	(172) 44.1 %	(61) 31.2 %	EC
C 5	CF	(149) 63.8 % *	(44) 36.3 % **		FC
C 5	CA	(255) 50.2 %	(93) 48.4 %		EC
C 2	CF	(307) 73.9 % *	(247) 61.9 % *	(17) 58.8 % **	FC
C 9	CA	(81) 60.5 %	(112) 49.9 %	(28) 35.8 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 20.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 32.1 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"When a superior has to make a decision, it is more prudent not to talk about it until it has been definitely made".

Table Y.55

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.62

"On ne délègue pas une décision à ses subordonnés,
quand on est assez compétent pour la prendre
soi-même".

QUEST. 04 Item : 46		N 1	N 2	N 3	
C 1	CF	(104) 51.1 % **	(35) 42.8 % **		FC
C 1	CA	(81) 41.9 %	(85) 28.3 %		EC
C 3	CF	(128) 60.2 % *	(80) 31.4 % *		FC
C 3	CA	(86) 34.9 %	(73) 13.6 %		EC
C 10	CF	(74) 48.7 %	(21) 28.6 %		FC
C 10	CA	(125) 52.8 %	(91) 22.0 %		EC
C 4	CF	(153) 38.5 % *	(112) 12.5 %	(6) 16.7 % *	FC
C 4	CA	(150) 26.7 %	(172) 9.9 %	(61) 1.6 %	EC
C 5	CF	(147) 63.3 % *	(44) 29.5 %		FC
C 5	CA	(255) 54.5 %	(93) 30.1 %		EC
C 2	CF	(306) 50.0 % **	(247) 34.8 % *	(17) 70.6 % *	FC
C 9	CA	(81) 41.9 %	(112) 18.8 %	(28) 3.6 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 20.0 % *	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 11.6 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"A person doesn't delegate a decision to his subordinates
when he is competent enough to make it himself".

Table Y.56

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.63

"La seule véritable bonne façon d'utiliser ses subordonnés, est de leur faire faire le travail de routine avec efficacité".

QUEST. 04 Item : 52		N 1	N 2	N 3	
C 1	CF	(104) 46.2 % *	(35) 28.6 % *		FC
C 1	CA	(80) 12.6 %	(85) 3.6 %		EC
C 3	CF	(128) 46.0 % *	(81) 20.9 % *		FC
C 3	CA	(85) 13.0 %	(73) 4.1 %		EC
C 10	CF	(74) 43.3 % *	(21) 19.1 % **		FC
C 10	CA	(126) 11.2 %	(90) 6.6 %		EC
C 4	CF	(153) 36.0 % *	(112) 23.2 % *	(6) 0.0 %	FC
C 4	CA	(151) 7.3 %	(172) 0.0 %	(61) 3.2 %	EC
C 5	CF	(149) 49.0 % *	(44) 34.2 % *		FC
C 5	CA	(255) 16.5 %	(93) 10.8 %		EC
C 2	CF	(307) 34.2 % *	(247) 26.4 % *	(17) 29.4 % *	FC
C 9	CA	(81) 11.1 %	(112) 9.0 %	(28) 0.0 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 25.0 % *	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 2.0 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"The only really good use that can be made of subordinates is to get them to handle routine work efficiently".

Table Y.57

Y.64

Pourcentage (%) de personnes qui choisissent les catégories 1 et 2 de l'énoncé:

"Un bon supérieur devrait surveiller ses subordonnés:

1. très étroitement
2. étroitement
3. plus ou moins étroitement
4. pas très étroitement
5. pas étroitement du tout".

QUEST. 05 Item : 16		N 1	N 2	N 3	
C 1	CF	(103) 66.1 %	(35) 42.8 %		FC
C 1	CA	(80) 58.8 %	(86) 40.7 %		EC
C 3	CF	(128) 52.4 %	(81) 22.2 %		FC
C 3	CA	(86) 50.0 %	(73) 19.2 %		EC
C 10	CF	(74) 47.3 %	(21) 14.3 %		FC
C 10	CA	(125) 40.0 %	(91) 37.4 %		EC
C 4	CF	(153) 41.3 % *	(112) 35.7 % **	(6) 16.7 %	FC
C 4	CA	(150) 49.3 %	(172) 16.3 %	(60) 11.7 %	EC
C 5	CF	(149) 58.4 %	(44) 54.6 % *		FC
C 5	CA	(254) 60.2 %	(94) 31.9 %		EC
C 2	CF	(306) 47.7 %	(246) 34.9 % *	(17) 23.5%*	FC
C 9	CA	(81) 46.9 %	(111) 16.2 %	(28) 3.6%	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 45.0%**	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 23.3%	EC
		L 1	L 2	L 3	

Percentage (%) of people who choose categories 1 and 2 of the item:

"A good superior should check upon his subordinates

1. very closely,
2. closely
3. more or less closely,
4. not very closely
5. not at all closely.

Table Y.58

Pourcentage (%) de personnes en accord avec l'énoncé:

Y.65

"Il insiste pour être informé des décisions
prises par ses subordonnés".

QUEST. 04 Item : 77		N 1	N 2	N 3	
C 1	CF	(97) 88.7 % **	(35) 82.9 %		FC
C 1	CA	(79) 82.3 %	(85) 80.0 %		EC
C 3	CF	(128) 82.9 % *	(78) 82.0 % *		FC
C 3	CA	(85) 61.1 %	(73) 72.6 %		EC
C 10	CF	(72) 93.1 %	(21) 90.4 %		FC
C 10	CA	(123) 87.0 %	(89) 84.4 %		EC
C 4	CF	(152) 84.8 %	(112) 71.4 % *	(6) 83.4 % *	FC
C 4	CA	(150) 84.0 %	(172) 58.7 %	(61) 54.1 %	EC
C 5	CF	(146) 92.5 % *	(44) 86.3 % *		FC
C 5	CA	(234) 81.5 %	(94) 68.0 %		EC
C 2	CF	(304) 86.8 %	(245) 86.1 % *	(17) 100.0 % *	FC
C 9	CA	(80) 88.9 %	(111) 79.2 %	(28) 53.5 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 90.0 % *	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 59.3 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"He insists that he be informed about decisions
made by his subordinates".

Table Y. 59

Y.66

Pourcentage (%) de personnes en accord avec l'énoncé:

"Il insiste pour qu'aucune décision ne soit prise par
ses subordonnés avant qu'il ne soit lui-même consulté".

QUEST. 04 Item : 60		N 1	N 2	N 3	
C 1	CF	(97) 60.7 % *	(35) 28.6 %		FC
C 1	CA	(81) 43.1 %	(84) 32.2 %		EC
C 3	CF	(128) 54.0 % *	(81) 24.7 % *		FC
C 3	CA	(86) 14.0 %	(73) 10.9 %		EC
C 10	CF	(73) 56.1 % *	(21) 23.8 % **		FC
C 10	CA	(125) 44.8 %	(91) 17.6 %		EC
C 4	CF	(152) 41.5 % *	(112) 20.6 % *	(6) 33.4%*	FC
C 4	CA	(151) 21.2 %	(171) 4.2 %	(61) 1.6%	EC
C 5	CF	(149) 64.4 % *	(44) 29.5 %		FC
C 5	CA	(253) 35.9 %	(94) 23.4 %		EC
C 2	CF	(308) 55.2 % *	(246) 46.3 % *	(16) 43.9 %*	FC
C 9	CA	(81) 41.9 %	(110) 13.6 %	(28) 0.0 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 20.0 % **	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 11.7 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"He insists that no decision be made by his
subordinates before he himself has been
consulted".

Appendix Z

Distributions of Percentages for all Scale Statements which
do not Discriminate Between the Two Ethnic Groups.

Note

For all of these tables, the reader is reminded that one asterisk indicates that the difference in agreement between the two groups is statistically significant beyond the .03 level of confidence. Two asterisks signify that the difference is statistically significant beyond the .13 level of confidence.

Table Z.1

Pourcentage (%) de personnes en accord avec l'énoncé:

Z. 2

"Plus un individu monte dans une grande compagnie,
plus il est amené à négliger sa famille".

QUEST. 03 Item : 11		N 1		N 2		N 3		
C 1	CF	(108)	51.0 % **	(33)	66.6 %			FC
C 1	CA	(81)	61.8 %	(86)	65.1 %			EC
C 3	CF	(127)	45.6 %	(81)	53.0 %			FC
C 3	CA	(86)	40.7 %	(73)	58.9 %			EC
C 10	CF	(73)	50.7 %	(21)	80.9 % **			FC
C 10	CA	(126)	47.5 %	(90)	64.5 %			EC
C 4	CF	(152)	67.9 % **	(112)	76.8 % **	(5)	80.0 %	FC
C 4	CA	(150)	77.3 %	(172)	73.9 %	(61)	67.2 %	EC
C 5	CF	(148)	52.7 %	(44)	70.4 %			FC
C 5	CA	(255)	50.5 %	(93)	60.2 %			EC
C 2	CF	(306)	53.9 %	(247)	60.0 %	(17)	58.8 %	FC
C 9	CA	(81)	56.8 %	(111)	76.5 %	(28)	67.9 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	70.0 % *	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	65.1 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The more an individual gets ahead in a large
company, the more he is led to neglect his
family."

Table Z.2

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.3

"Il est généralement possible de réussir dans la grande industrie, sans mettre sérieusement en danger sa vie familiale".

QUEST. 03 Item : 39		N 1		N 2		N 3	
C 1	CF	(108) 86.1 %	(34)	82.3 %			FC
C 1	CA	(81) 86.4 %	(86)	88.0 %			EC
C 3	CF	(128) 83.6 % **	(81)	88.9 %			FC
C 3	CA	(86) 82.6 %	(73)	89.0 %			EC
C 10	CF	(74) 82.4 %	(21)	85.6 % **			FC
C 10	CA	(126) 84.1 %	(91)	92.4 %			EC
C 4	CF	(152) 81.6 %	(112)	84.9 %	(6)	100.0 %	FC
C 4	CA	(159) 76.0 %	(172)	83.8 %	(61)	95.0 %	EC
C 5	CF	(149) 75.9 %	(44)	86.6 %			FC
C 5	CA	(255) 80.7 %	(94)	87.3 %			EC
C 2	CF	(307) 81.7 %	(247)	86.2 %	(17)	76.5 %	FC
C 9	CA	(81) 82.7 %	(112)	84.9 %	(28)	89.3 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	- - -	(29)	90.0 %	FC
C 1, 3, 10, 5	CA	- - -	- - -	- - -	(103)	96.1 %	EC
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"It is generally possible to succeed in big industry without seriously endangering one's family life".

Table Z.3

Z.4

Pourcentage (%) de personnes en accord avec l'énoncé:

"Celui qui a atteint un poste élevé dans une grande
compagnie a peu de chances d'avoir un mariage heureux".

QUEST. 03 Item : 26		N ₁		N ₂		N ₃	
C ₁	CF	(107)	12.2 % ^{**}	(34)	11.8 %		FC
C ₁	CA	(80)	16.4 %	(86)	14.0 %		EC
C ₃	CF	(126)	21.5 %	(80)	15.1 % ^{**}		FC
C ₃	CA	(86)	12.9 %	(73)	9.6 %		EC
C ₁₀	CF	(74)	20.4 % ^{**}	(21)	19.1 % ^{**}		FC
C ₁₀	CA	(126)	12.7 %	(91)	7.7 %		EC
C ₄	CF	(152)	25.1 %	(111)	21.6 %	(6)	0.0 % FC
C ₄	CA	(150)	30.0 %	(172)	13.9 %	(61)	1.6 % EC
C ₅	CF	(148)	24.3 %	(43)	20.9 %		FC
C ₅	CA	(255)	18.5 %	(94)	12.8 %		EC
C ₂	CF	(304)	22.7 %	(246)	17.4 % ^{**}	(17)	29.4 % FC
C ₉	CA	(79)	15.2 %	(111)	19.8 %	(28)	14.4 % EC
C _{1, 3, 10, 5}	CF		-		-	(20)	10.0 % ^{**} FC
C _{1, 3, 10, 5}	CA		-		-	(103)	3.8 % EC
		L ₁		L ₂		L ₃	

Percentage (%) of people who agree with the item:

"An individual who has advanced to a high level
position in a big company has little chance of
having a happy marriage".

Table Z.4

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.5

"Les hommes d'affaires qui réussissent très bien
sont généralement aussi heureux dans leur mariage que
la majorité des gens".

QUEST. 03 Item : 48		N 1	N 2	N 3	
C 1	CF	(108) 88.9 %	(34) 94.1 %		FC
C 1	CA	(81) 91.3 %	(86) 87.2 %		EC
C 3	CF	(128) 89.2 %	(81) 88.9 %		FC
C 3	CA	(86) 89.4 %	(73) 90.4 %		EC
C 10	CF	(74) 85.2 %	(21) 71.4 %		FC
C 10	CA	(126) 85.8 %	(91) 92.4 %		EC
C 4	CF	(153) 75.9 %	(112) 76.8 %	(6) 100. %	FC
C 4	CA	(149) 73.8 %	(171) 86.6 %	(61) 93.4 %	EC
C 5	CF	(149) 84.7 %	(44) 81.9 %**		FC
C 5	CA	(253) 84.6 %	(94) 84.1 %		EC
C 2	CF	(308) 79.2 %	(247) 82.2 %**	(17) 76.4 %	FC
C 9	CA	(81) 86.5 %	(112) 87.6 %	(28) 78.6 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 80.0 %*	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 91.3 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"Businessmen who succeed very well are, generally, as
happy in their marriage as most people".

Table Z.5

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.6

"Plus un homme monte dans une compagnie, plus
ses enfants en souffrent".

QUEST. 03 Item : 20		N 1		N 2		N 3		
C 1	CF	(107)	24.2 %	(34)	20.5 %			FC
C 1	CA	(79)	37.9 %	(86)	40.7 %			EC
C 3	CF	(127)	22.0 %	(80)	27.7 %	**		FC
C 3	CA	(86)	19.8 %	(73)	37.0 %			EC
C 10	CF	(74)	29.8 %	(21)	23.9 %			FC
C 10	CA	(126)	30.2 %	(90)	30.1 %			EC
C 4	CF	(153)	48.3 %	(112)	45.5 %	(6)	50.0 %	FC
C 4	CA	(150)	54.0 %	(171)	47.9 %	(61)	34.5 %	EC
C 5	CF	(149)	28.2 %	(44)	38.5 %			FC
C 5	CA	(253)	28.2 %	(94)	29.7 %			EC
C 2	CF	(308)	34.5 %	(247)	33.9 %	(17)	35.3 %	FC
C 9	CA	(80)	33.8 %	(111)	43.2 %	(28)	46.4 %	EC
C 1, 3, 10, 5	CF		-		-	(20)	50.0 %	FC
C 1, 3, 10, 5	CA		-		-	(103)	29.2 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The higher an individual moves up in a company,
the more his children suffer for it".

Table Z.6

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.7

"Les enfants des hommes d'affaires ont autant de chance que les autres enfants d'être adaptés à la vie".

QUEST. 03 Item : 52		N 1		N 2		N 3	
C 1	CF	(108)	94,5 %	(34)	94,1 %		FC
C 1	CA	(80)	92,5 %	(86)	95,3 %		EC
C 3	CF	(128)	87,5 %	(81)	95,0 %		FC
C 3	CA	(85)	91,8 %	(72)	88,9 %		EC
C 10	CF	(74)	96,0 %	(21)	90,5 % **		FC
C 10	CA	(126)	95,4 %	(91)	96,7 %		EC
C 4	CF	(151)	86,1 %	(112)	89,3 %	(6)	99,9 % FC
C 4	CA	(150)	85,3 %	(172)	95,9 %	(61)	95,1 % EC
C 5	CF	(147)	90,5 %	(44)	91,0 %		FC
C 5	CA	(255)	92,9 %	(94)	91,5 %		EC
C 2	CF	(308)	88,3 %	(247)	87,0 %	(17)	82,3 % FC
C 9	CA	(81)	87,6 %	(111)	91,8 %	(28)	85,8 % EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	100,0 % FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	96,2 % EC
		L 1		L 2		L 3	

Percentage (%) of people who agree with the item:

"The children of businessmen have as much chance as other children to be well-adjusted in life".

Table Z.7

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.8

"Plus un individu monte dans une grande industrie,
plus il est amené à devenir l'esclave de l'entreprise".

QUEST. 03 Item : 40		N 1		N 2		N 3		
C 1	CF	(107)	63.5 %	(34)	49.9 %			FC
C 1	CA	(80)	66.3 %	(86)	55.8 %			EC
C 3	CF	(128)	54.7 %	(81)	53.1 %			FC
C 3	CA	(86)	54.7 %	(73)	58.9 %			EC
C 10	CF	(74)	70.3 % ^{**}	(21)	76.1 % [*]			FC
C 10	CA	(126)	62.6 %	(91)	64.9 %			EC
C 4	CF	(153)	79.1 %	(112)	70.5 %	(6)	83.3 % [*]	FC
C 4	CA	(150)	78.0 %	(172)	73.8 %	(61)	54.2 %	EC
C 5	CF	(149)	73.8 % [*]	(44)	84.1 % [*]			FC
C 5	CA	(255)	63.2 %	(94)	62.8 %			EC
C 2	CF	(308)	75.4 % [*]	(247)	73.6 % [*]	(17)	82.3 %	FC
C 9	CA	(81)	69.1 %	(111)	72.0 %	(28)	82.2 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	65.0 % [*]	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	50.6 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"The more an individual gets ahead in a large
company, the more he is led to become a slave of
the organization".

Table Z.8

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.9

"Féliciter les employés pour de l'ouvrage bien accompli ne fait que les inciter à demander plus d'argent".

QUEST. 04 Item : 37		N 1	N 2	N 3	
C 1	CF	(104) 8.7 %	(35) 2.9 %		FC
C 1	CA	(81) 11.1 %	(85) 4.8 %		EC
C 3	CF	(128) 17.1 % *	(80) 1.3 % *		FC
C 3	CA	(86) 1.2 %	(73) 8.2 %		EC
C 10	CF	(73) 17.8 % *	(21) 4.8 %		FC
C 10	CA	(126) 6.4 %	(91) 4.4 %		EC
C 4	CF	(152) 6.5 %	(111) 4.5 %	(6) 16.7 % *	FC
C 4	CA	(150) 5.4 %	(172) 3.0 %	(61) 0.0 %	EC
C 5	CF	(149) 13.4 % *	(44) 4.6 %		FC
C 5	CA	(255) 3.6 %	(94) 7.4 %		EC
C 2	CF	(306) 11.8 % **	(247) 4.8 %	(17) 5.9 %	FC
C 9	CA	(81) 6.1 %	(112) 6.3 %	(28) 3.6 %	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 10.0 % *	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 1.0 %	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"Praising workers for good work only leads to demand for more pay".

Table Z.9

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.10

"Même s'ils ne l'admettent jamais ouvertement, la plupart des subordonnés sont contents lorsqu'un supérieur fait un faux pas".

QUEST. 04 Item : 11		N 1		N 2		N 3		
C 1	CF	(104)	61.5%	(35)	71.5 % *			FC
C 1	CA	(81)	71.6%	(83)	51.8%			EC
C 3	CF	(128)	57.9%	(81)	45.7%			FC
C 3	CA	(85)	55.3%	(72)	48.6%			EC
C 10	CF	(74)	60.8%	(21)	66.7 % **			FC
C 10	CA	(126)	65.8%	(91)	57.2%			EC
C 4	CF	(153)	63.4%	(112)	54.4%	(6)	0.0 % *	FC
C 4	CA	(150)	71.3%	(172)	46.5%	(60)	36.7 %	EC
C 5	CF	(148)	66.9%	(44)	72.7 % **			FC
C 5	CA	(252)	63.5%	(94)	58.4%			EC
C 2	CF	(308)	68.5 % **	(247)	55.5%	(17)	52.9%	FC
C 9	CA	(79)	60.9%	(112)	59.0%	(28)	53.6%	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	50.0%	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	43.7%	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"Even if they would never openly admit it, most subordinates are pleased when a superior slips up".

Table Z.10

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.11

"Un supérieur ne peut se permettre de faire des erreurs".

QUEST. 04 Item 30		N 1		N 2		N 3		
C 1	CF	(103)	35.0%**	(35)	25.7%			FC
C 1	CA	(81)	34.6%	(85)	25.9%			EC
C 3	CF	(128)	48.5%*	(81)	28.3%**			FC
C 3	CA	(86)	23.3%	(73)	17.8%			EC
C 10	CF	(72)	40.3%*	(21)	23.8%			FC
C 10	CA	(125)	24.0%	(91)	27.5%			EC
C 4	CF	(153)	29.4%	(112)	20.6%	(6)	33.4%*	FC
C 4	CA	(151)	31.1%	(172)	21.0%	(61)	16.4%	EC
C 5	CF	(149)	41.0%	(44)	29.6%			FC
C 5	CA	(255)	42.4%	(94)	31.9%			EC
C 2	CF	(307)	44.0%	(246)	42.3%*	(17)	58.8%	FC
C 9	CA	(81)	35.8%	(112)	27.7%	(28)	14.3%	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	25.0%*	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	21.3%	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"A superior cannot afford to make mistakes".

Table Z.11

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.12

"Il met l'accent sur la quantité de travail
à faire".

QUEST. 04 Item : 76		N 1		N 2		N 3		
C 1	CF	(98)	71.4 % **	(34)	82.4 %			FC
C 1	CA	(79)	82.3 %	(85)	82.6 %			EC
C 3	CF	(126)	80.1 %	(81)	65.4 %			FC
C 3	CA	(86)	81.5 %	(72)	65.3 %			EC
C 10	CF	(74)	78.4 %	(21)	80.9 %			FC
C 10	CA	(125)	80.8 %	(91)	79.2 %			EC
C 4	CF	(153)	79.8 % *	(112)	74.1 %	(6)	66.7 %	FC
C 4	CA	(150)	89.4 %	(171)	67.8 %	(61)	72.1 %	EC
C 5	CF	(146)	84.2 %	(42)	69.0 %			FC
C 5	CA	(252)	84.2 %	(93)	74.2 %			EC
C 2	CF	(305)	64.2 % *	(246)	71.5 %	(17)	70.6 %	FC
C 9	CA	(79)	86.1 %	(110)	76.4 %	(27)	59.2 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	70.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	67.9 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He emphasizes the quantity of work to be done".

Table Z.12

Z.13

Pourcentage (%) de personnes en accord avec l'énoncé:

"C'est une bonne chose d'humilier un peu un subordonné,
si vous voulez qu'il améliore sa conduite".

QUEST. 04 Item : 16		N 1		N 2		N 3		
C 1	CF	(104)	12.5 % *	(34)	5.8 %			FC
C 1	CA	(81)	22.2 %	(85)	10.7 %			EC
C 3	CF	(128)	14.0 %	(80)	12.6 %			FC
C 3	CA	(85)	16.4 %	(73)	8.2 %			EC
C 10	CF	(74)	23.1 %	(21)	14.3 %			FC
C 10	CA	(126)	14.3 %	(91)	6.6 %			EC
C 4	CF	(153)	9.9 %	(112)	6.3 %	(6)	0.0 %	FC
C 4	CA	(151)	14.6 %	(172)	4.0 %	(61)	1.6 %	EC
C 5	CF	(149)	20.1 %	(44)	11.3 %			FC
C 5	CA	(255)	16.4 %	(94)	11.8 %			EC
C 2	CF	(308)	11.3 % *	(247)	4.8 % *	(17)	5.9 %	FC
C 9	CA	(81)	17.2 %	(110)	8.2 %	(28)	0.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	10.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	2.0 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"It is a good thing to humiliate a subordinate a little
bit, if you want him to improve his conduct".

Table Z.13

Pourcentage (%) de personnes en accord avec l'énoncé:

Z .14

"Satisfaire les besoins de ses subordonnés,
c'est encourager leur médiocrité".

QUEST. 04 Item : 53		N 1		N 2		N 3		
C 1	CF	(104)	13.5 %	(35)	14.4 %			FC
C 1	CA	(79)	21.6 %	(85)	14.2 %			EC
C 3	CF	(126)	19.2 %	(81)	4.9 %			FC
C 3	CA	(84)	31.0 %	(73)	4.2 %			EC
C 10	CF	(73)	24.7 %	(21)	4.8 %			FC
C 10	CA	(126)	19.8 %	(91)	6.6 %			EC
C 4	CF	(153)	11.8 %	(112)	4.5 %	(6)	16.7 %	FC
C 4	CA	(149)	16.2 %	(172)	4.1 %	(61)	3.3 %	EC
C 5	CF	(149)	20.2 %	(44)	11.4 %			FC
C 5	CA	(255)	23.1 %	(93)	6.5 %			EC
C 2	CF	(308)	11.7 %	(247)	7.2 %	(17)	17.7 %	FC
C 9	CA	(78)	23.1 %	(112)	9.9 %	(28)	7.2 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	0.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(102)	8.9 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"To satisfy subordinates' needs is to encourage
their mediocrity".

Table Z.14

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.15

"Il s'intéresse aux autres".

QUEST. 04 Item : 69		N 1		N 2		N 3		
C 1	CF	(97)	94.9 %	(35)	97.2 %			FC
C 1	CA	(80)	92.6 %	(85)	95.3 %			EC
C 3	CF	(126)	89.7 %	(81)	98.7 %			FC
C 3	CA	(86)	94.2 %	(73)	98.7 %			EC
C 10	CF	(74)	91.9 %	(21)	100.0 %			FC
C 10	CA	(125)	94.4 %	(91)	98.9 %			EC
C 4	CF	(152)	94.1 %	(112)	97.3 %	(6)	100.0 %	FC
C 4	CA	(150)	96.7 %	(172)	98.8 %	(61)	100.0 %	EC
C 5	CF	(148)	93.2 %	(44)	97.7 %			FC
C 5	CA	(253)	95.2 %	(94)	92.5 %			EC
C 2	CF	(308)	93.8 %	(247)	95.9 %	(17)	100.0 %	FC
C 9	CA	(81)	91.4 %	(111)	96.3 %	(28)	100.0 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	100.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	100.0 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He interests himself in others".

Table Z.15

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.16

"Il insiste sur l'importance d'un moral élevé
parmi ses subordonnés".

QUEST. 04 Item: 74		N ₁		N ₂		N ₃		
C ₁	CF	(99)	85.9 %	(35)	97.2 %			FC
C ₁	CA	(79)	86.1 %	(85)	97.8 %			EC
C ₃	CF	(126)	94.5 %	(81)	97.5 % *			FC
C ₃	CA	(84)	90.4 %	(73)	89.0 %			EC
C ₁₀	CF	(74)	98.7 % *	(21)	95.3 %			FC
C ₁₀	CA	(124)	86.3 %	(90)	93.2 %			EC
C ₄	CF	(152)	94.8 %	(112)	98.2 %	(6)	100.0 %	FC
C ₄	CA	(149)	97.2 %	(170)	97.1 %	(61)	98.4 %	EC
C ₅	CF	(149)	92.6 % **	(44)	95.4 % **			FC
C ₅	CA	(253)	95.7 %	(94)	92.6 %			EC
C ₂	CF	(308)	95.2 %	(247)	97.2 % *	(17)	100.0 %	FC
C ₉	CA	(81)	95.1 %	(111)	90.9 %	(28)	92.8 %	EC
C _{1, 3, 10, 5}	CF	- - -		- - -		(20)	90.0 %	FC
C _{1, 3, 10, 5}	CA	- - -		- - -		(102)	93.1 %	EC
		L ₁		L ₂		L ₃		

Percentage (%) of people who agree with the item:

"He stresses the importance of high morale among
his subordinates".

Table Z.16.

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.17

"Il aide ses subordonnés quand ils ont des problèmes personnels".

QUEST. 04 Item : 59		N 1		N 2		N 3		
C 1	CF	(98)	84.7 %	(35)	82.9 %			FC
C 1	CA	(81)	81.5 %	(84)	82.2 %			EC
C 3	CF	(128)	89.9 %	(81)	90.1 % *			FC
C 3	CA	(86)	93.1 %	(73)	84.8 %			EC
C 10	CF	(73)	83.5 %	(21)	95.2 %			FC
C 10	CA	(124)	85.5 %	(91)	93.5 %			EC
C 4	CF	(153)	92.7 %	(112)	93.0 %	(6)	100.0 %	FC
C 4	CA	(151)	91.4 %	(171)	94.2 %	(61)	96.7 %	EC
C 5	CF	(146)	85.6 %	(44)	88.6 %			FC
C 5	CA	(254)	84.3 %	(94)	88.4 %			EC
C 2	CF	(305)	86.3 % *	(246)	87.5 %	(17)	82.4 %	FC
C 9	CA	(81)	81.5 %	(111)	88.2 %	(28)	85.7 %	EC
C 1, 3, 10, 5	CF	- - -		- - -		(20)	95.0 %	FC
C 1, 3, 10, 5	CA	- - -		- - -		(103)	91.2 %	EC
		L 1		L 2		L 3		

Percentage (%) of people who agree with the item:

"He helps his subordinates when they have personal problems".

Table Z.17

Pourcentage (%) de personnes en accord avec l'énoncé:

Z.18

"Un bon supérieur ne délègue à son groupe que les décisions qu'il n'a pas le temps de prendre lui-même".

QUEST. 04 Item : 42		N 1	N 2	N 3	
C 1	CF	(104) 21.2% **	(35) 17.2 % *		FC
C 1	CA	(81) 12.4%	(85) 9.5 %		EC
C 3	CF	(126) 25.4% *	(81) 11.1 %		FC
C 3	CA	(86) 15.1%	(73) 9.5 %		EC
C 10	CF	(74) 19.1%	(20) 5.0 %		FC
C 10	CA	(126) 19.1%	(91) 6.6 %		EC
C 4	CF	(153) 18.4% **	(112) 3.6 %	(6) 0.0%	FC
C 4	CA	(151) 13.9%	(172) 4.1 %	(61) 0.0%	EC
C 5	CF	(148) 30.4%	(44) 11.3 %		FC
C 5	CA	(255) 26.3%	(94) 12.8 %		EC
C 2	CF	(305) 18.3%	(247) 12.5 %	(17) 35.3% **	FC
C 9	CA	(81) 19.7%	(111) 8.1 %	(28) 0.0%	EC
C 1, 3, 10, 5	CF	- - -	- - -	(20) 15.0% *	FC
C 1, 3, 10, 5	CA	- - -	- - -	(103) 3.9%	EC
		L 1	L 2	L 3	

Percentage (%) of people who agree with the item:

"A good superior only delegates to his group those decisions that he does not have time to make himself".

Table Z.18

Pourcentage (%) de personnes qui choisissent la catégorie 2 de l'énoncé:

(Z.19)

"Un bon supérieur:

1. vérifie le travail de ses subordonnés pour s'assurer qu'on s'est occupé de tous les détails,
2. suppose que les subordonnés vont d'eux-mêmes prendre soin de détails

QUEST. 05 Item : 11		N 1		N 2		N 3	
C ₁	CF	(89)	18.0 % *	(28)	39.3 %		FC
C ₁	CA	(71)	35.2 %	(71)	40.8 %		EC
C ₃	CF	(126)	27.0 % *	(70)	47.1 % *		FC
C ₃	CA	(83)	38.6 %	(64)	67.2 %		EC
C ₁₀	CF	(73)	38.4 %	(20)	40.0 %		FC
C ₁₀	CA	(123)	37.4 %	(91)	42.9 %		EC
C ₄	CF	(150)	28.0 %	(95)	54.7 %	(6)	83.3 % FC
C ₄	CA	(149)	23.5 %	(151)	59.6 %	(54)	72.2 % EC
C ₅	CF	(142)	19.0 % *	(35)	28.6 % *		FC
C ₅	CA	(251)	29.5 %	(84)	52.4 %		EC
C ₂	CF	(290)	28.3 %	(217)	46.1 % *	(13)	69.2 % FC
C ₉	CA	(81)	23.5 %	(103)	67.0 %	(27)	66.7 % EC
C _{1, 3, 10, 5}	CF	- - -		- - -		(16)	68.8 % FC
C _{1, 3, 10, 5}	CA	- - -		- - -		(83)	65.1 % EC
		L 1		L 2		L 3	

Percentage (%) of people who choose category 2 of the item:

"A good superior:

1. looks over the work of his subordinates to make sure all details have been attended to,
2. assumes subordinates will take care of the details by themselves".

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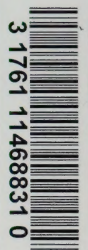
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